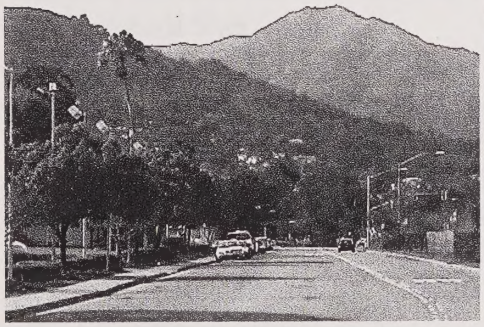

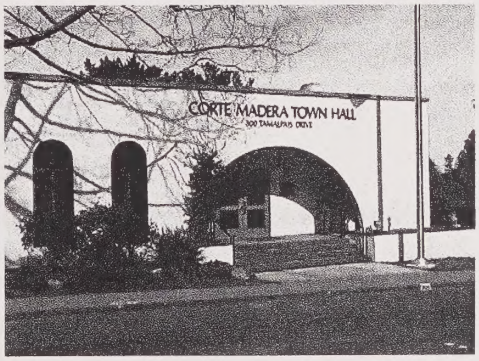

HOUSING ELEMENT

Town of Corte Madera

Adopted August 14, 2002

Town Council

Jin Yang, Mayor
Carla Condon, Vice Mayor*
John Dupar*
Michael Lappert
Pat Williams

Planning Commission

Ralph Marchese, Chair
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**Housing Element Committee*

Town Staff

Jay Tashiro, Town Manager
Lorraine Weiss, Director of Environmental Services
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Consultant

Jeffery Baird, Baird + Driskell Community Planning

2004-0412

OVERVIEW

A committee of Corte Madera Town Council members, Planning Commissioners, staff members and consultants, prepared a first draft of this Housing Element with input from the community. The committee was sensitive to the many converging and competing interests, desires and views in the Town relating to development of all types, residential density (especially since the Town is 98% built out and that the vast majority of the housing stock is single family), preservation and expansion of open space and parks, constraints on community services as well as public education and transportation issues. The committee also made a sincere effort, given the shortage of sites in the Town that are, or could be, available for new housing, to generate a multi-faceted approach that fulfills the ABAG goals for affordable housing and maximizes the chances for broad community consensus.

There is significant community support for quality affordable housing at the sites listed in this Housing Element as "High Potential Sites." The committee studied a number of other sites (all are listed in this Housing Element) that can contribute directly or indirectly to the development of affordable housing. Many of these sites are either not immediately available for development or are more difficult to develop than the High Potential Sites.

The major actions contained in this Housing Element are:

1. To identify solid high potential sites, either ready for development and/or serving the strongly perceived community need for re-development.

2. To identify several other resource sites that may be available in the future for new affordable housing, for an inclusionary second unit program and/or as a source of in-lieu fees.

3. To establish an overlay zone in an area that includes one of the high potential sites and that looks ahead to future affordable housing development (i.e. San Clemente Drive)

4. To develop an inclusionary second unit development program on lots over 7,500 square feet that the Town believes is consistent with the desirability in the marketplace to have an additional small unit on the property.

5. To investigate programs for financing for first-time buyers, financial assistance for conversion and rehabilitation of affordable units and rental assistance.

6. To commit staff time and resources to identify, reduce or remove obstacles to development of affordable housing as well as to create affordable housing development incentives in the form of bonuses for density, parking, etc.

7. To revise and expand the Town Corte Madera's in lieu fee program.

8. To establish an Amnesty Program for existing second units providing they continue to be utilized as resources for affordable housing.

For ease of use, Appendix D contains a list and map of all sites discussed in this Housing Element.

INFORMATION UPDATE

This is an update of important information in the Housing Element. Tables 20 and 21 on pages 38 and 40 of the adopted Housing Element list the Town's "Fair Share Housing Need" by income category. This figure was calculated by subtracting housing units built between 1999 and 2001 from the housing needs determined by ABAG in 1999.

After the Housing Element was adopted on August 14, 2002, the California Department of Housing and Community Development (HCD) certified that the Town of Corte Madera's Housing Element satisfies all of the requirements for preparing a Housing Element as listed in Government Code Section 65580 *et. seq.* However, HCD did not agree that 9 units of Assisted Living Facility (senior housing) units built between 1999 and 2001 and listed in Table 20 satisfy the eligibility criteria for very low income or low-income housing. Therefore, the "remaining need" listed in Table 21 is increased by 9 units and should be read as follows:

	Very Low Income	Low Income	Moderate Income	Above Moderate Income	Total
Regional "Fair Share" Housing Need	29	17	46	87	179
Housing Units Built or Approved (1999-2001)	2	0	2	114	118
Remaining Need (2002-2006)	27	17	44	-27	88
Percent of Need	30%	20%	50%		

Contents

A FRAMEWORK FOR ACTION

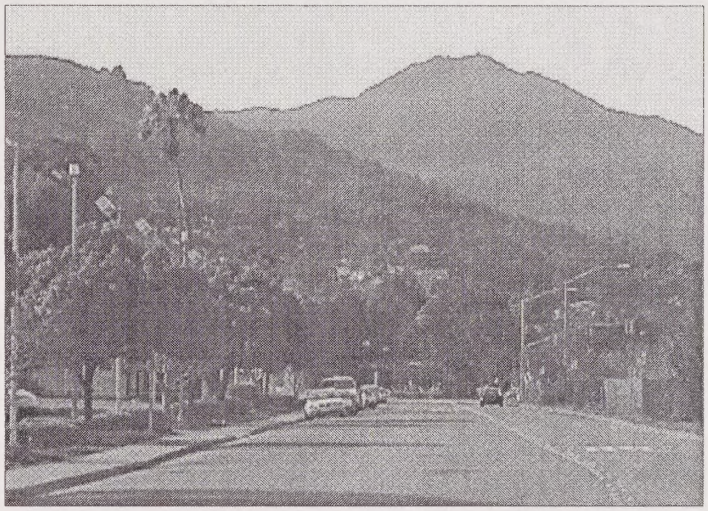
APPENDICES

Town of Corte Madera
Housing Element

Introduction

Purpose of the Housing Element

All California cities and counties are required to have a housing element included in their General Plan which establishes housing objectives, policies and programs in response to community housing conditions and needs. This *Housing Element* has been prepared to respond to current and near-term future housing needs in Corte Madera. It contains updated information and strategic directions (policies and specific actions) that the Town is committed to undertaking to address its housing needs.



Housing affordability in Marin County and in the Bay Area as a whole has become an increasingly important issue. This has a number of implications as it becomes more difficult to fill vacant jobs; roadways are clogged with workers traveling longer distances; and many young families, longtime residents, and other community members relocate because they can no longer afford to live in the community.

The primary challenge of Corte Madera's Housing Element is to properly address local housing needs while ensuring that new housing will "fit-in" with the character, quality, environmental constraints and resources of the community. Questions include:

- **What Kind of Housing Do We Need?** What kind of housing (size, type, location and price) best fits with our workforce housing needs, household characteristics, and ability to pay for housing?

- **Where Can We Appropriately Put New Housing?** Where in our community can additional residential units be accommodated, especially for very low, low, and moderate income households?

- **How Can We Effectively Work Together?** What can the Town do—in collaboration with community organizations, other agencies, non-profits, and for-profit developers—to encourage the construction of needed workforce and special needs housing?

- **How Can We Effectively Help Special Needs Groups?** What can be done to assist those households with special needs including, but not limited to the elderly, homeless, people living with physical or emotional disabilities?

Housing Element Definitions

Senior Housing: Defined by California Housing Element law as projects developed for, and put to use as, housing for senior citizens. Senior citizens are defined as persons 65 years of age of more.

Persons per Household: Average number of persons in each household.

Accessible Housing: Units accessible and adaptable to the needs of the physically disabled.

Housing Affordability: The generally accepted measure for determining whether a person can afford housing means spending no more than 30% of one's gross household income on housing costs, including principal, interest, property taxes and insurance. For example, a school teacher earning $34,300 per year can afford $857 per month for housing. A police officer earning $57,600 can afford monthly payments up to $1,440. Households paying more than 30% of their income on housing are considered "overpaying households" by the U.S. Census.

Median Household Income: The middle point at which half of the City's households earn more and half earn less. The current median income for a family of four in Marin is $80,100/year.

Income Limits: Income limits are updated annually by the U.S. Department of Housing and Urban Development (HUD) for Marin County. For many State and local programs, State Department of Housing and Community Development (HCD) income eligibility limits are used. HCD income limits regulations are similar to those used by HUD. The most recent HCD income limits can be accessed online at http://www.hcd.ca.gov. Income limits as defined by California Housing Element law are:

- **Very Low Income Households:** Households earning less than 50% of the median household income--family of four earning less than $40,050/year
- **Low Income Households:** Households earning 50-80% of the median household income--family of four earning between $40,050 and $64,100/year.
- **Lower Income Households:** Households earning less than 80% of the median income for a family of four.
- **Moderate Income Households:** Households earning 80-120% of the median income--family of four earning between $64,100 and $96,100/year.
- **Above Moderate Income Households:** Households earning over 120% of the median household income--family of four earning above $96,100/year.

Housing Element Requirements

The Housing Element responds to Corte Madera's housing needs by identifying policies and implementing actions for meeting those needs. State law defines the general topics that Corte Madera's Housing Element must cover. Specifically, the element must: (1) document housing-related conditions and trends; (2) provide an assessment of housing needs; (3) identify resources, opportunities and constraints to meeting those needs; and (4) establish policies, programs and quantified objectives to address housing needs.

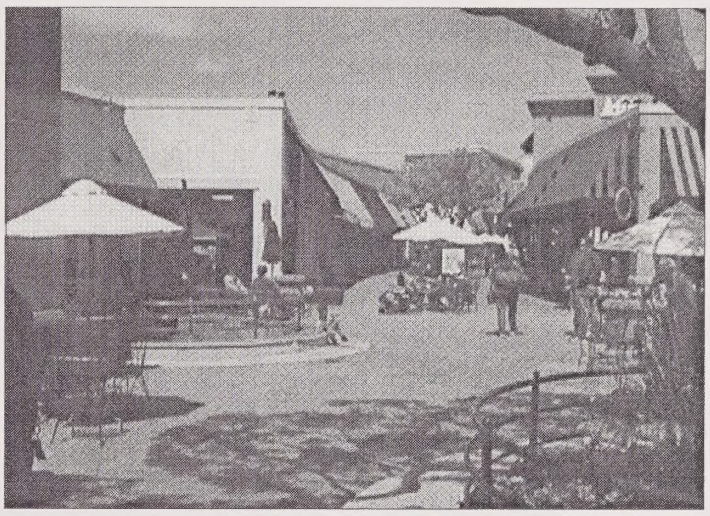
Overview of State Law Requirements

State law establishes requirements for all portions of the General Plan. However, for the Housing Element, the State requirements tend to be more specific and extensive than for other elements. The purpose of a Housing Element is described in Government Code §65583.

> *"The housing element shall consist of an identification and analysis of existing and projected housing needs and a statement of goals, policies, quantified objectives, and scheduled programs for the preservation, improvement, and development of housing. The housing element shall identify adequate sites for housing, including rental housing, factory-built housing, and mobilehomes, and shall make adequate provision for the existing and projected needs of all economic segments of the community."*

While jurisdictions must review and revise all elements of their General Plan on a regular basis to ensure that they remain up to date (approximately every ten years), State law requires that Housing Elements be reviewed and updated at least every five years. The process of updating Housing Elements is to be initiated by the State through the regional housing needs process, as described later in this document. The last time the State

initiated the regional housing needs process was in 1988. The Town prepared and adopted a Housing Element in 1989 in response to the State's regional housing needs determinations and in accordance with State law requirements at that time.



State law is also quite specific in terms of what the Housing Element must contain:

(1) "An assessment of housing needs and an inventory of resources and constraints relevant to meeting these needs . . ."

(2) "A statement of the community's goals, quantified objectives, and policies relative to the maintenance, preservation, improvement, and development of housing . . ." and

(3) "A program which sets forth a five-year schedule of actions the local government is undertaking or intends to undertake to implement the policies and achieve the goals and objectives of the housing element through the administration of land use and development controls, provision of regulatory incentives, and the utilization of appropriate federal and state financing and subsidy programs when available . . ."

Most importantly, the Housing Element must: (1) identify adequate sites with appropriate zoning densities and infrastructure to meet the community's need for housing (including its need for very low, low and moderate income households); and (2) address, and where appropriate and legally possible, remove governmental constraints to housing development.

The Five-Year Action Plan

In establishing housing programs, the Housing Element sets forth a "Five Year Action Plan" that details the actions, or "programs," that will implement the goals and policies. For each program, the Action Plan must identify the agency responsible, the timeframe for implementation, and the number of units that will be constructed, rehabilitated or conserved, or number of households that will be assisted, as a result of the program.

The primary areas of housing needs that must be addressed in the Action Plan should:

- Ensure adequate sites
- Provide assistance to support affordable housing
- Conserve and improve the existing affordable housing stock
- Address and remove governmental constraints
- Promote equal housing opportunities
- Preserve assisted housing

Review by State HCD

State law requires that every updated Housing Element be submitted to the State of California's Department of Housing and Community Development (HCD) to ensure compliance with the State's minimum requirements. This certification process is unique among the General Plan elements.

Housing Elements are submitted twice to HCD for review and comment, once during development of the Housing Element (in draft form) and again after adoption of the Housing Element by the local jurisdiction. The first review period requires 45 days and must take place prior to adoption by the Corte Madera Town Council. During the first review, HCD will submit comments back to the Town regarding compliance of the *draft* Element with State law requirements and HCD guidelines. Modifications to the *draft* Housing Element in response to these comments are appropriate. The Town Council must consider HCD's comments prior to adoption of the Housing Element as part of the General Plan. The second review requires 90 days and takes place *after* adoption. It is after the second review that written findings regarding compliance are submitted to the local government.

ABAG Regional Housing Needs Determinations

One unique aspect of State Housing Element law is the idea of "regional fair share." Every city and county in the State of California has a legal obligation to respond to its fair share of the projected future housing needs in the region in which it is located. For Corte Madera and other Bay Area jurisdictions, the regional housing need is determined by the Association of Bay Area Governments (ABAG), based upon an overall regional housing need number established by the State. ABAG's allocations are based on analysis of:

- The vacancy rate in each town and the existing need for housing it implies;
- The projected growth in the number of households;
- The local and regional distribution of income; and
- The need for housing generated by local job growth.

The housing need is divided into the four income categories of housing affordability described in Table 1 (per State law). Table 1 summarizes the housing need determinations for all of the jurisdictions in Marin County. Corte Madera's fair share of the regional housing need is a total of 179 units between January, 1999 and June, 2006, with the following income breakdown: 29 units affordable to *very low income* households (16.2 percent of the total); 17 units affordable to *low income* households (9.5 percent of the total); 46 units affordable to *moderate income* households (25.7 percent of the total); and 87 units affordable to *above moderate income* households (48.6 percent of the total). By comparison, Corte Madera's previous 5-year housing needs determinations were for a total of 438 units (144% greater than the current housing unit need number).

Every Housing Element must demonstrate that the local jurisdiction has made adequate provisions to support the development of housing at various income levels (very low, low, moderate and above moderate) to meet its fair share of the existing and projected regional housing needs. The ABAG Regional Housing Needs Determination figures for all

Table 1: ABAG Housing Needs Determinations by Jurisdiction (January, 1999 to June, 2006)

Location	Very Low	Percent Need	Low	Percent Need	Moderate	Percent Need	Above Moderate	Percent Need	Total Need	Percent of County
Belvedere	1	10.0%	1	10.0%	2	20.0%	6	60.0%	10	0.2%
Corte Madera	29	16.2%	17	9.5%	46	25.7%	87	48.6%	179	2.7%
Fairfax	12	18.8%	7	10.9%	19	29.7%	26	40.6%	64	1.0%
Larkspur	56	18.5%	29	9.6%	85	28.1%	133	43.9%	303	4.7%
Mill Valley	40	17.8%	21	9.3%	56	24.9%	108	48.0%	225	3.5%
Novato	476	18.4%	242	9.4%	734	28.4%	1,130	43.8%	2,582	39.6%
Ross	3	14.3%	2	9.5%	5	23.8%	11	52.4%	21	0.3%
San Anselmo	32	21.5%	13	8.7%	39	26.2%	65	43.6%	149	2.3%
San Rafael	445	21.3%	207	9.9%	562	26.9%	876	41.9%	2,090	32.1%
Sausalito	36	17.4%	17	8.2%	50	24.2%	104	50.2%	207	3.2%
Tiburon	26	15.9%	14	8.5%	32	19.5%	92	56.1%	164	2.5%
Marin Unincorporated	85	16.3%	48	9.2%	96	18.4%	292	56.0%	521	8.0%
Marin County Total	1,241	19.0%	618	9.5%	1,726	26.5%	2,930	45.0%	6,515	100.0%

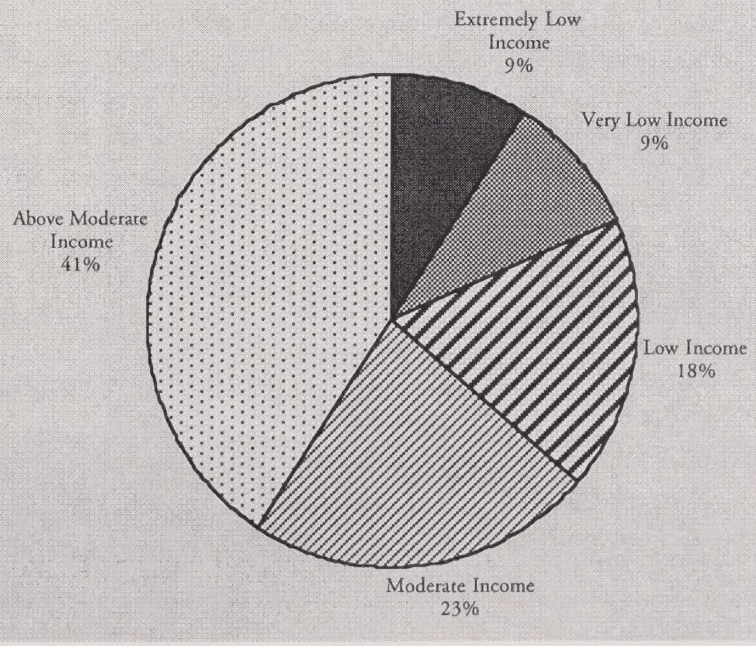
Source: Association of Bay Area Governments, "Housing Needs Determinations", 2000

jurisdictions in the Bay Area can be found on the ABAG website at http://www.abag.ca.gov. The most recent HCD income limits, by county and size of household, can be accessed online at http://www.hcd.ca.gov. Income limits are updated annually by the US Department of Housing and Urban Development (HUD) for each county (see Table 2). For many State and local programs, HCD income eligibility limits are used. HCD income limits are similar to those used by HUD.

In 2000, it was estimated that 36% of Corte Madera households fell into the extremely low, very low and low income categories (Figure 1) as compared to ABAG's 1999-2006 figure of 25.7%. Information on household income by household size for each county is maintained by HUD.

Because local jurisdictions are rarely if ever involved in the actual construction of housing units, the fair share numbers establish goals that should be used to guide planning and development decision making. Specifically, the numbers establish a gauge to determine whether the Town is allocating adequate sites for the development of housing (particularly housing at higher densities to achieve the housing goals for lower income households). Beyond this basic evaluation of sites (which must be serviced by necessary infrastructure facilities), the Town must review its land use and development policies,

Figure 1: Estimated Distribution of Corte Madera Households by Income Category (2000)



Receptionist

Retail Clerk, Full Time, Single, No Children

Police Officer, Married, Stay at Home Spouse, 1 Child

Professionals, Double Income, No Kids

Table 2: Marin County FY 2001 Median Household Income Schedule

Childcare Instructor, Single Mom, 1 Child

Family Size	Extremely Low 35%	Very Low 50%	Low 80%	Median 100%	Moderate 120%	*Above Moderate*
1	$19,650	$28,050	$44,850	$56,050	$67,300	
2	$22,450	$32,050	$51,250	$64,100	$76,900	
3	$25,250	$36,050	$57,650	$72,100	$86,500	
4	$28,050	$40,050	$64,100	$80,100	$96,100	
5	$30,300	$43,250	$69,200	$86,500	$103,800	
6	$32,500	$46,450	$74,350	$92,900	$111,500	
7	$34,750	$49,650	$79,450	$99,300	$119,200	
8	$37,000	$52,850	$84,600	$105,750	$126,900	

Source: Department of Housing and Urban Development, effective April 6, 2001

Elementary School Teacher

regulations and procedures to determine if any of them are creating unreasonable constraints on housing development to meet its fair share need. Furthermore, the Town must demonstrate that it is actively supporting and facilitating the development of housing affordable to lower income households.

Housing Element Update Process

The Housing Element must identify community involvement and decision-making processes and techniques that are affirmative steps to generate input from low-income persons and their representatives as well as other members of the community. This means that input should be sought, received and considered before the Draft Housing Element is completed. Requirements for public participation are described in Section 65583(6)(B)) of the Government Code. The process is also intended to coordinate among various departments and other local agencies and housing groups, community organizations and housing sponsors. Collaboration enhances the effectiveness of Housing Element programs in indicating "the agencies and officials responsible for the implementation" (described in Section 65583(c)(6)(B)).

One response to this concern has been a process jointly sponsored by all of the local government jurisdictions in Marin — all eleven towns and cities, and the County — to develop "best practices" and participate together, where possible, in developing common strategies to address housing needs. As part of this effort a *Marin Housing Workbook* was prepared that provides an important reference document for Corte Madera's Housing Element update. The process for developing the *Marin Housing Workbook* involved extensive community outreach and participation, which the Town can now build upon to craft its own strategies for meeting housing needs.

The Town of Corte Madera's Housing Element update process has been built upon the efforts undertaken to date on the *Marin Housing Workbook*. In an effort to involve all economic segments within Marin, the *Marin Housing Workbook* was developed through an open, inclusive process. The 4,000 persons and organizations on the mailing list included all housing-related non-profits in Marin County and persons from a mailing list

Town of Corte Madera's Housing Element Update Process

The intent of Corte Madera's Housing Element process has been to build upon the work effort to date, provide an opportunity for community review of housing strategy options, and identify opportunities tailored to community values and needs. Below are key process milestones:

- **Planning Commission/Town Council-Hosted Community Workshop** to review housing strategy options as presented in the background information on housing conditions contained in a Housing Options Paper and fact sheets on housing.
- **Preparation and Distribution of the Draft Housing Element** to the public and the California Department of Housing and Community Development (HCD). The Draft Housing Element will provide the basis for environmental review under CEQA and modifications to the EIR that was done on the previous version of the Housing Element.
- **Response to Comments from HCD and the Public**, with possible modifications to the Draft Housing Element based on input.
- **Planning Commission Public Hearings** and recommendations to the Town Council for adoption of the updated Housing Element.
- **Town Council Public Hearings** to adopt the Planning Commission-Recommended Draft Housing Element.

Appendix A (Community Participation in the Updated Housing Element) contains a complete listing of the community participation and outreach activities conducted as part of the Housing Element update process.

provided by the Marin Housing Authority. In addition, recommendations considered as part of the "best practices", contained in the document, were made by groups such as the Marin Housing Element Coalition, Greenbelt Alliance and Non-Profit Housing of Northern California. A study session was also conducted with HCD staff and the County's Planning Directors.

Housing Needs Analysis

Population and Employment

Projections

Marin County currently has a population of 247,289 people (100% count from the 2000 U.S. Census). Over the next 40 years, between 2000 and 2040, the California Department of Finance projects that Marin County as a whole will grow at an average annual rate of 0.5%, which amounts to about 1,220 people and 500 households per year countywide. The projections below are for Marin County and the Town of Corte Madera. As can be seen in Table 3, there is projected to be an increase of 1,160 jobs in Corte Madera over the next 20 years. About 68% of those new jobs are expected to be in the relatively lower paying services and retail sectors.

Table 3: Bay Area, Marin County and Corte Madera Planning Area Projections

Location	1995	2000	2005	2010	2015	2020	Change 2000-2020
Marin County							
Population	238,500	250,400	259,900	267,900	272,400	275,400	+25,000
Households	97,110	99,500	102,550	106,180	109,300	111,430	+11,930
Average Household Size	2.37	2.43	2.45	2.44	2.41	2.39	-0.04
Employed Residents	128,000	140,400	148,100	156,200	162,400	167,100	+26,700
Jobs	112,290	123,510	132,180	136,800	143,590	150,510	+27,000
Employed Residents/Job	1.14	1.14	1.12	1.15	1.13	1.11	-0.03
Percent of Ba Area Population	3.70%	3.60%	3.50%	3.50%	3.50%	3.40%	-0.20%
Percent of Bay Area Jobs	3.50%	3.30%	3.30%	3.20%	3.20%	3.20%	-0.10%
Jobs/Household	1.16	1.24	1.29	1.28	1.31	1.35	+0.11
Corte Madera Planning Area							
Population	8,600	9,300	9,400	9,500	9,700	9,800	+500
Households	3,670	3,820	3,870	3,920	4,010	4,140	+320
Average Household Size	2.34	2.43	2.43	2.42	2.42	2.37	-0.06
Mean Household Income	$ 74,600	$ 84,100	$ 90,900	$ 95,200	$ 100,900	$ 105,500	+$21,400
Employed Residents	4,600	5,100	5,300	5,400	5,500	5,700	+600
Jobs	8,440	9,110	9,410	9,710	9,990	10,270	+1,160
Jobs/Household	2.30	2.38	2.43	2.48	2.49	2.48	+0.10
Employed Residents/Job	0.55	0.56	0.56	0.56	0.55	0.56	0.00
Percent of County Population	3.61%	3.71%	3.62%	3.55%	3.56%	3.56%	-0.156%
Percent of County Jobs	7.52%	7.38%	7.12%	7.10%	6.96%	6.82%	-0.552%

Source: Association of Bay Area Governments, "Projections 2000"

Population Trends

The greatest increases in population age groups over the next 40 years are expected to be elderly and young adult households, which tend to have the lowest income levels. According to the 2000 U.S. Census, 23.5% of all households in Marin County are age 65 or older. In Corte Madera, the percentage of households age 65 or older is about the same, at 23.6% of all households.

The Marin Commission on Aging (MCA) predicts significant increases in Marin's elderly population. By the year 2020, according to MCA, one out of every three Marin residents will be 60 years of age or older. MCA predicts this age group will nearly double in size from 40,000 to 74,000 persons by 2020. In addition, three out of four individuals of the "oldest old", 85 years of age or greater, are expected to be women.

Housing Types

Detached single family homes are the majority of residential units in Corte Madera, comprising about 80% of the total housing stock. According to the California Department of Finance, between 1990 and 2000 a total of 189 units were added to the housing stock, with multifamily housing comprising about 19% and single family housing comprising 81% of the total units added. Housing by type in various jurisdictions are shown below.

Table 4: Number and Percent of Single and Multiple Family Homes in Each Marin Jurisdiction (2000)

Jurisdiction	Single Family	Percent	Multi-Family	Percent	Total
Belvedere	899	86%	150	14%	1,049
Corte Madera	**3,113**	**80%**	**793**	**20%**	**3,906**
Fairfax	2,405	74%	860	26%	3,265
Larkspur	2,775	44%	3,530	56%	6,305
Mill Valley	4,565	73%	1,694	27%	6,259
Novato	14,680	73%	5,453	27%	20,133
Ross	775	98%	17	2%	792
San Anselmo	4,127	77%	1,241	23%	5,368
San Rafael	12,525	55%	10,347	45%	22,872
Sausalito	2,009	45%	2,422	55%	4,431
Tiburon	2,561	68%	1,229	32%	3,790
Marin Unincorporated	22,201	82%	4,886	18%	27,087
Marin County Total	72,635	69%	32,622	31%	105,257

Source: California Department of Finance, 2000

Household Characteristics

Household Types

The Bureau of the Census defines a household as all persons who occupy a housing unit, including families, single people, or unrelated persons. Persons living in licensed facilities or dormitories are not considered households. There were 3,776 households in Corte Madera in 2000, of which about 65 percent were families (2,472) and 35 percent were non-family

households (1,304). About one out of four households in Corte Madera are persons living alone. Almost a third of the single person households have individuals age 65 or over, representing about 8% of all households). Households types are shown in Table 5.

Table 5: Households By Type By Jurisdiction (2000)

Jurisdiction	Family Households	*Family Age 65+*	Single Person Households	*Single Person Age 65+*	Non-Family Household (2+)	*Non-Family (2+) Age 65+*	Total Households	*Total HH Age 65+*
Belvedere	657	*247*	258	*146*	41	*16*	956	*409*
Corte Madera	**2,472**	***536***	**937**	***296***	**367**	***60***	**3,776**	***892***
Fairfax	1,813	*252*	1,029	*245*	464	*43*	3,306	*540*
Larkspur	2,901	*758*	2,650	*903*	591	*71*	6,142	*1,732*
Mill Valley	3,420	*699*	2,098	*761*	629	*99*	6,147	*1,559*
Novato	12,419	*2,379*	4,661	*1,714*	1,444	*158*	18,524	*4,251*
Ross	626	*146*	97	*40*	38	*14*	761	*200*
San Anselmo	3,191	*559*	1,511	*386*	565	*60*	5,267	*1,005*
San Rafael	12,776	*2,785*	7,187	*2,446*	2,408	*222*	22,371	*5,453*
Sausalito	1,663	*326*	1,945	*331*	646	*58*	4,254	*715*
Tiburon	2,408	*623*	1,026	*351*	278	*43*	3,712	*1,017*
Marin Unincorporated	16,333	*3,520*	6,642	*1,994*	2,459	*327*	25,434	*5,841*
Marin County Total	60,679	*12,830*	30,041	*9,613*	9,930	*1,171*	100,650	*23,614*

Source: 2000 U.S. Census

According to the 2000 Census, the average household size in Marin County was 2.40 persons and the average household size in Corte Madera in 2000 was slightly higher at 2.41 persons. The countywide average household size is expected to increase to 2.41 by 2005 before declining to 2.39 by 2020 (see Table 6). Compared to the rest of the Bay Area, Marin County's average household size is significantly lower, averaging 0.3 fewer persons per household. Corte Madera's average household size is projected to increase slightly to 2.43 persons in 2005 and then decrease to 2.37 persons in 2020.

Table 6: Trends in Persons Per Household (1990-2020)

Jurisdiction	Year 1990	1995	2000	2005	2010	2015	Year 2020
Belvedere	2.23	2.30	2.22	2.36	2.36	2.38	2.40
Corte Madera	**2.31**	**2.34**	**2.41**	**2.43**	**2.42**	**2.42**	**2.37**
Fairfax	2.25	2.28	2.20	2.33	2.36	2.35	2.35
Larkspur	2.08	2.07	1.93	2.21	2.24	2.20	2.19
Mill Valley	2.23	2.22	2.20	2.31	2.27	2.24	2.25
Novato	2.60	2.61	2.52	2.76	2.77	2.71	2.67
Ross	2.78	2.92	2.94	2.93	2.99	2.99	2.99
San Anselmo	2.35	2.37	2.30	2.38	2.34	2.34	2.32
San Rafael	2.37	2.44	2.42	2.50	2.46	2.42	2.40
Sausalito	1.81	1.90	1.72	1.95	1.95	1.93	1.94
Tiburon	2.17	2.21	2.31	2.27	2.22	2.20	2.18
Marin Unincorporated	2.44	2.49	2.62	2.54	2.55	2.55	2.54
Marin County Total	2.33	2.37	2.34	2.45	2.44	2.41	2.39

Source: Association of Bay Area Governments, Projections 2000; 2000 U.S. Census

Small households generate less impact on a per unit basis than larger households. Marin County's and Corte Madera's aging population, discussed earlier, also reduces the occupancy rate as children move out and mortality increases. On average, renter households in Marin County (2.21 persons per household in 2000) are slightly smaller than owner households (2.42 persons per household in 2000).

Housing Tenure

Tenure refers to whether a housing unit is rented or owned. According to the 2000 census figures, there were 64,024 owner-occupied units in Marin County (61 percent of all units) and 36,626 renter-occupied units (35 percent of the total) in the year 2000. This is an increase in the percentage of owner-occupied units in comparison to 1990 (when 59 percent were owner-occupied and 36 percent were rented), which also reflects that a higher proportion of single family homes were built as compared to multi-family units. In Corte Madera, there is even a higher rate of ownership, with 71% of the units being owner-occupied (67% in 1990), and 27% being renter-occupied (29% in 1990).

Table 7: Housing Units by Tenure by Jurisdiction (1990 and 2000)

	1990				2000			
	Renter	Owner	Vacant	Total	Renter	Owner	Vacant	Total
Belvedere	223	741	73	1,037	239	717	103	1,059
Percent	22%	71%	7.0%	100%	23%	68%	9.7%	100%
Corte Madera	1,087	2,490	140	3,717	1,038	2,738	74	3,850
Percent	29%	67%	3.8%	100%	27%	71%	1.9%	100%
Fairfax	1,250	1,842	133	3,225	1,275	2,031	112	3,418
Percent	39%	57%	4.1%	100%	37%	59%	3.3%	100%
Larkspur	2,811	2,911	243	5,965	3,081	3,061	271	6,413
Percent	76%	78%	3.8%	160%	80%	80%	7.0%	167%
Mill Valley	2,072	3,883	178	6,133	2,121	4,026	139	6,286
Percent	34%	63%	2.9%	100%	34%	64%	2.2%	100%
Novato	6,947	11,289	546	18,782	6,009	12,515	470	18,994
Percent	37%	60%	2.9%	100%	32%	66%	2.5%	100%
Ross	45	679	51	775	98	663	44	805
Percent	6%	88%	6.6%	100%	12%	82%	5.5%	100%
San Anselmo	1,766	3,364	195	5,325	1,751	3,516	141	5,408
Percent	33%	63%	3.7%	100%	32%	65%	2.6%	100%
San Rafael	9,240	11,055	846	21,141	10,346	12,025	577	22,948
Percent	44%	52%	4.0%	100%	45%	52%	2.5%	100%
Sausalito	2,103	1,990	285	4,378	2,166	2,088	257	4,511
Percent	48%	45%	6.5%	100%	48%	46%	5.7%	100%
Tiburon	1,107	2,166	170	3,443	1,121	2,591	181	3,893
Percent	32%	63%	4.9%	100%	29%	67%	4.6%	100%
Unincorporated	7,364	16,581	1,891	25,836	7,381	18,053	1,971	27,405
Percent	29%	65%	7.4%	102%	27%	66%	7.2%	100%
Total County	36,015	58,991	4,751	99,757	36,626	64,024	4,340	104,990
Percent	36%	59%	4.8%	100%	35%	61%	4.1%	100%

Source: California Department of Finance; U.S. Census, 2000; Baird + Driskell

Vacancy Rate Trends

The vacancy rates for housing in Marin County, as indicated by the 1990 and 2000 census reports, have decreased since 1990 when the census recorded a vacancy rate of 4.7 percent.

In 2000, the total vacancy rate was recorded at 4.1 percent. However, the effective vacancy rate for rental housing units is 2.2 percent, which excludes units that are unavailable as long term rentals. As shown in Table 8, Corte Madera has the lowest vacancy rate of all jurisdictions at 1.9 percent. The 1.9 percent figure is indicative of a very tight rental housing market in which demand for units exceeds the available supply. The rental vacancy rate is most likely much tighter for units affordable to very low and low income households.

Table 8: Vacancy Status for Vacant Housing Units by Jurisdiction (2000)

	For Rent	*Effective Vacancy % for Rentals*	For Sale	Rented or Sold/Not Occupied	For Seasonal/ Occasional/ Rec Use	For Mirgrant Workers	Other Vacant	Total Vacant	Vacancy Rate for All Units
Belvedere	10	*4.0%*	4	11	59	0	19	103	9.7%
Corte Madera	20	*1.9%*	9	9	14	1	21	74	1.9%
Fairfax	42	*3.2%*	13	8	27	0	22	112	3.3%
Larkspur	70	*2.2%*	18	18	94	0	71	271	4.2%
Mill Valley	36	*1.7%*	24	20	28	0	31	139	2.2%
Novato	151	*2.5%*	120	75	51	0	73	470	2.5%
Ross	6	*5.8%*	3	3	11	0	21	44	5.5%
San Anselmo	34	*1.9%*	9	19	31	0	48	141	2.6%
San Rafael	181	*1.7%*	108	40	111	0	137	577	2.5%
Sausalito	68	*3.0%*	12	36	106	0	35	257	5.7%
Tiburon	36	*3.1%*	18	23	77	0	27	181	4.6%
Unincorporated	152	*2.0%*	86	138	1,293	5	297	1,971	7.2%
Total County	806	*2.2%*	424	400	1,902	6	802	4,340	4.1%

Source: U.S. Census, 2000; Baird + Driskell

In general, a higher vacancy rate is considered necessary by housing experts to assure adequate choice in the marketplace and to temper the rise in home prices. A 5.0 percent rental vacancy rate is considered necessary to permit ordinary rental mobility. In a housing market with a lower vacancy rate, tenants will have difficulty locating appropriate units and strong market pressure will inflate rents. In addition, the lower the vacancy rate the greater the tendency for landlords to discriminate against potential renters.

Fair Housing of Marin is a civil rights agency that investigates housing discrimination, including discrimination based on race, origin, disability, gender and presence of children. Its caseload consists almost entirely of renters. The organization receives approximately 1,200 inquiries a year, of which about 250 are discrimination complaints that are fully investigated. Fair Housing of Marin also educates landowners on fair housing laws, provides seminars in English, Spanish, and Vietnamese on how to prepare for a housing search and recognize discrimination, and education programs on the importance of community diversity in schools, which includes an annual "Fair Housing" poster contest.

Overcrowding

Overcrowded housing is defined by the US Census as units with more than one inhabitant per room, excluding kitchen and bathrooms. Year 2000 census data on overcrowding are not yet available. In 1990, the incidence of overcrowding in Marin County was one percent for

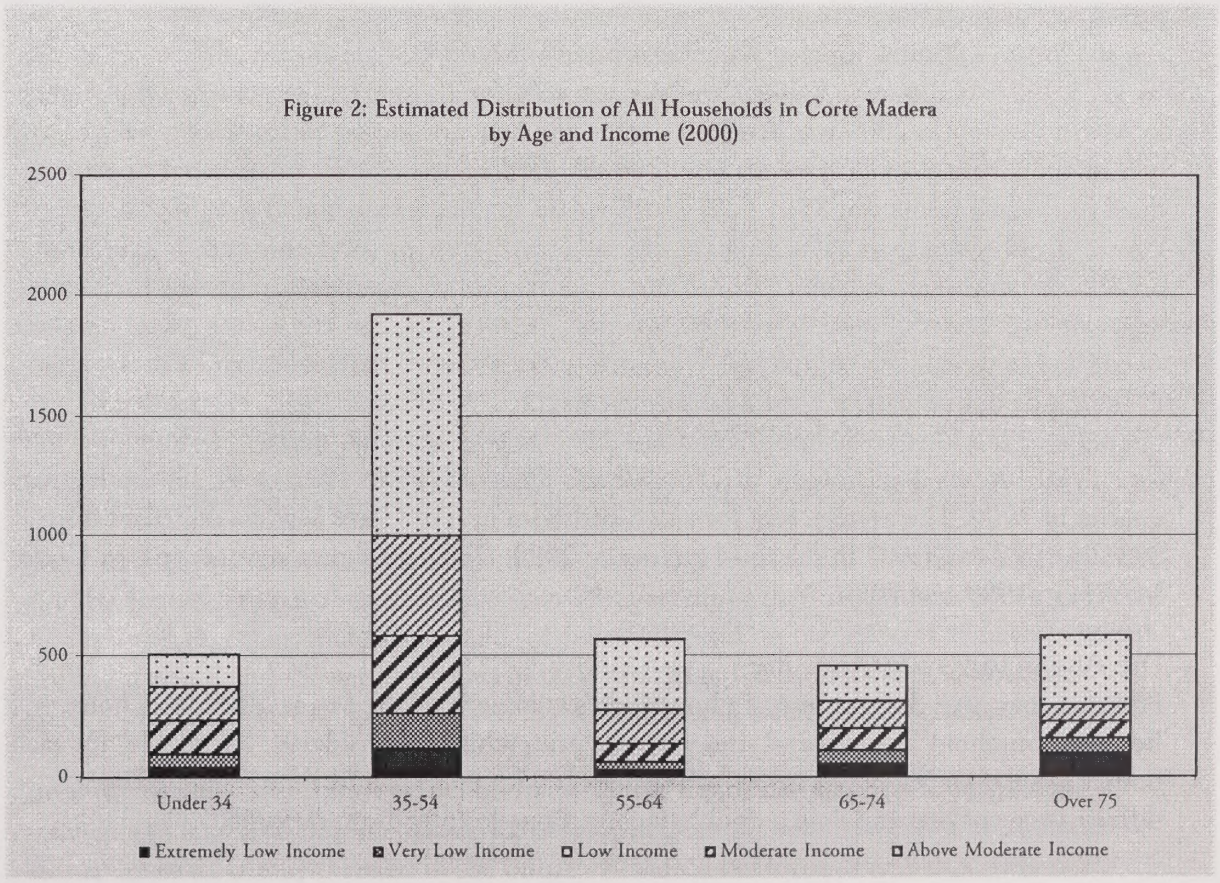
owner-occupied units, and six percent for rental units. In Corte Madera in 1990, the incidence of overcrowding was one percent for owner-occupied units, and there were no overcrowded rental units. It is likely that the incidence of overcrowding has *increased* over the 1990 levels, given the increase in housing prices relative to local incomes, the increase in the average household and family size, and the very low vacancy rates reported in the census statistics.

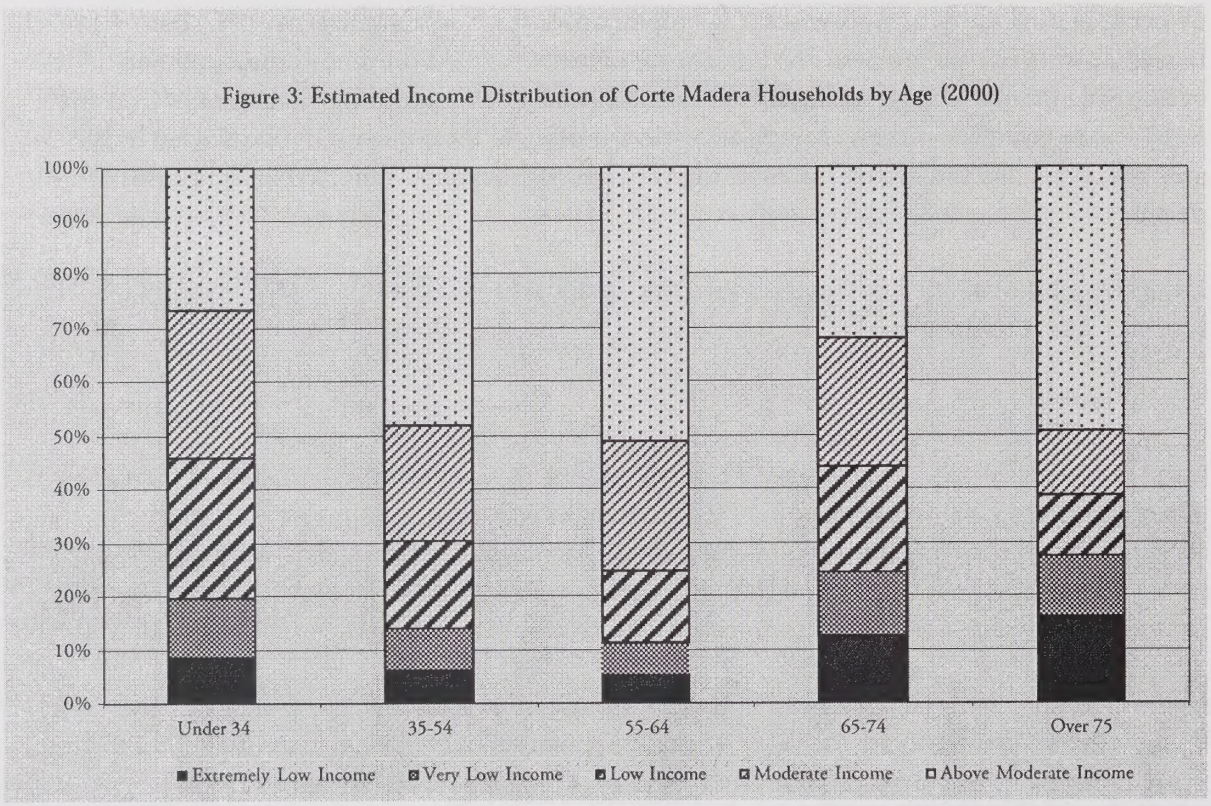
Housing Costs, Household Income, and the Ability to Pay for Housing

Household Income

Income is defined as wages, salaries, pensions, social security benefits, and other forms of cash received by a household. Non-cash items, such as Medicare and other medical insurance benefits, are not included as income. It is generally expected that people can afford to pay about a third of their income on housing. Housing cost includes principal, interest, property taxes and insurance. It is therefore critical to understand the relationship between household income and housing costs to determine how affordable—or unaffordable—housing really is.

Figures 2 and 3 below show current households in Corte Madera by age of head of household and income category. While middle age households (35-54 years of age) comprise the majority of households in Corte Madera, proportionately the most significant very low income housing need is in younger households (under 34) and seniors (65 years plus).





Sales Prices and Rents

From 1993 to 2000 the median home sales price in Marin County increased from $314,250 to $523,000. As shown in Table 9, the median price for a single family detached home price in Marin County in 2000 was $599,000, requiring an income over $150,000 per year to qualify for a loan. In Corte Madera in 2000 the median price for a conventional single family detached home was $661,609, which would require an income over $160,000 per year to qualify for a loan. The median price of a townhome or condominium in 2000 was $390,000, which would require an income of about $100,000 per year to qualify for a loan.

According to rental data compiled by Michael Burke of Frank Howard Allen Realtors, rents in the south central part of Marin County increased 23% between 1998 and the third quarter of 2000 for one-bedroom units and 22% for two-bedroom units. The average rent for a one-bedroom unit in Corte Madera increased from $775 in 1992 to $1,334 in the third quarter of 2000. The average rent for a two-bedroom unit in Corte Madera increased from $931 in 1992 to $1,607 in the third quarter of 2000. Table 10 shows average rents in Corte Madera in 1999 and 2000.

The Ability to Pay for Housing

Housing that costs 30% or less of a household's income is referred to as "affordable housing." Because household incomes and sizes vary, the price which is considered "affordable" for each household also varies. For example, a large family with one small income might afford a different type of housing than a double-income household with no children.

Table 9: Marin Real Estate Sales (Year End 2000)

Jurisdiction	*Conventional Detached Dwellings* # Sales	Mean Price	Median	*Condominiums/Townhouses* # Sales	Mean Price	Median
Belvedere	30	$2,372,707	$2,000,000	2	$1,305,000	$1,305,000
Corte Madera	111	$661,609	$625,000	47	$391,755	$390,000
Fairfax	95	$447,680	$429,000	13	$298,038	$283,000
Larkspur	95	$815,018	$820,000	64	$379,799	$347,500
Mill Valley	167	$994,050	$800,000	55	$455,026	$425,000
Novato	628	$526,263	$478,560	372	$274,863	$274,863
Ross	25	$1,465,800	$1,325,000			
San Anselmo	166	$583,111	$549,000	4	$306,625	$289,000
Sausalito	85	$1,237,091	$1,025,000	59	$467,339	$411,500
San Rafael	480	$640,239	$562,500	287	$325,084	$270,000
Tiburon	115	$1,610,295	$1,300,000	37	$790,669	$675,000
Unicorporated	861	$830,685	$657,000	101	$441,667	$400,000
Marin County Total	2,858	$772,354	$599,000	1,041	$357,781	$315,000

Total Single Family Homes Sold: 3,899
Mean / Median Home Sale Price: $661,667 / $523,000
Mean Home Living Area: 1,772 sq. ft.

Source: Marin County Assessor - Recorder, 2001

Table 10: Rents in Corte Madera by Unit Type in Apartment Complexes of Over 50 Units (1999-2000)

Type of Unit Bed/Bath	Jan-Mar 1999	April-June 1999	July-Sept 1999	Oct-Dec 1999	Jan-Mar 2000	April-June 2000	July-Sept 2000	Oct-Dec 2000	Last Four Quarters Change +/-	Average 1999	Average 2000	% Change Jan 2000 - Dec 2000	% Change Jan 1999 - Dec 2000
0/1	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
1/1	$1,188	$1,233	$1,243	$1,253	$1,273	$1,465	$1,603	$1,537	22.7%	$1,229	$1,470	20.74%	29.38%
2/1	$1,405	$1,412	$1,455	$1,485	$1,505	$1,745	$1,933	$1,830	23.2%	$1,439	$1,753	21.59%	30.25%
2/2	$1,577	$1,583	$1,643	$1,648	$1,651	$1,816	$1,863	$1,907	15.7%	$1,613	$1,809	15.51%	20.93%
2 TH	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
3/2	$1,773	$1,779	$1,901	$1,875	$1,877	$2,087	$2,143	$2,256	20.3%	$1,832	$2,091	20.19%	27.24%
3 TH	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Average	$1,600	$1,610	$1,692	$1,687	$1,694	$1,895	$1,979	$2,066	22.5%	$1,647	$1,909	21.96%	29.13%
Overall Occupancy	96.0%	97.5%	96.0%	99.0%	99.0%	99.0%	99.0%	99.4%	0.4%	99.0%	99.1%	0.40%	3.54%
Vacancy	4.0%	2.5%	4.0%	1.0%	1.0%	1.0%	1.0%	0.6%		2.9%	0.9%		

Source: RealFacts, Inc., 2001

Tables 10 and 11 indicate the rents and home prices that households at various income levels could be expected to pay if they were to spend 30 percent of their income on housing. The exact amount that they could pay would, of course, depend on the amount of downpayment they could afford and the specific terms of their mortgage. These are rough calculations, meant to demonstrate the "gap" between market prices and affordability at various incomes.

Given the household income trends and housing cost trends discussed previously, it is reasonable to conclude that the incidence of overpayment for very low, low and moderate income households may increase in the future. It should be noted as well that owners are

Table 11: Estimate of the Abilit to Pa for Sales Housing in Corte Madera (2001)

Household Size and Income Category	Monthly Income	Annual Income	"Rule of Thumb" Home Price at Four Times Annual Income	Median Priced Single Family Detached Unit	Gap Between "Rule of Thumb" Price and Median SFD Unit	Median Priced Townhouse and Condo Unit	Gap Between "Rule of Thumb" Price and Median TH/C Unit
Single Person							
Extremely Low Income	$1,638	$19,650	$78,600	$661,600	-$583,000	$390,000	-$311,400
Very Low Income	$2,338	$28,050	$112,200	$661,600	-$549,400	$390,000	-$277,800
Low Income	$3,738	$44,850	$179,400	$661,600	-$482,200	$390,000	-$210,600
Median Income	$4,671	$56,050	$224,200	$661,600	-$437,400	$390,000	-$165,800
Moderate Income	$5,608	$67,300	$269,200	$661,600	-$392,400	$390,000	-$120,800
Two Persons							
Extremely Low Income	$1,871	$22,450	$89,800	$661,600	-$571,800	$390,000	-$300,200
Very Low Income	$2,671	$32,050	$128,200	$661,600	-$533,400	$390,000	-$261,800
Low Income	$4,271	$51,250	$205,000	$661,600	-$456,600	$390,000	-$185,000
Median Income	$5,342	$64,100	$256,400	$661,600	-$405,200	$390,000	-$133,600
Moderate Income	$6,408	$76,900	$307,600	$661,600	-$354,000	$390,000	-$82,400
Four Persons							
Extremely Low Income	$2,338	$28,050	$112,200	$661,600	-$549,400	$390,000	-$277,800
Very Low Income	$3,338	$40,050	$160,200	$661,600	-$501,400	$390,000	-$229,800
Low Income	$5,342	$64,100	$256,400	$661,600	-$405,200	$390,000	-$133,600
Median Income	$6,675	$80,100	$320,400	$661,600	-$341,200	$390,000	-$69,600
Moderate Income	$8,008	$96,100	$384,400	$661,600	-$277,200	$390,000	-$5,600

Source: Baird + Driskell/Community Planning; Marin County Assessor - Recorder, 2001

Table 12: Estimate of the Ability to Pay for Rental Housing in Corte Madera (2001)

Household Size and Income Category	Monthly Income	Rent @ 30% of Monthly Income	Expected Unit Size	Average Rent (Oct-Dec 2000) for the Smaller Unit	Ability to Pay "Gap" for Smaller Unit	Average Rent (Oct-Dec 2000) for the Larger Unit	Ability to Pay "Gap" for Larger Unit
Single Person							
Extremely Low Income	$1,638	$491	0-1 BR	$1,334	-$843	$1,537	-$1,046
Very Low Income	$2,338	$701	0-1 BR	$1,334	-$633	$1,537	-$836
Low Income	$3,738	$1,121	0-1 BR	$1,334	-$213	$1,537	-$416
Median Income	$4,671	$1,401	0-1 BR	$1,334	$67	$1,537	-$136
Moderate Income	$5,608	$1,683	0-1 BR	$1,334	$349	$1,537	$146
Two Persons							
Extremely Low Income	$1,871	$561	1-2 BR	$1,537	-$976	$1,607	-$1,046
Very Low Income	$2,671	$801	1-2 BR	$1,537	-$736	$1,607	-$806
Low Income	$4,271	$1,281	1-2 BR	$1,537	-$256	$1,607	-$326
Median Income	$5,342	$1,603	1-2 BR	$1,537	$66	$1,607	-$5
Moderate Income	$6,408	$1,923	1-2 BR	$1,537	$386	$1,607	$316
Four Persons							
Extremely Low Income	$2,338	$701	2-3 BR	$1,830	-$1,129	$2,256	-$1,555
Very Low Income	$3,338	$1,001	2-3 BR	$1,830	-$829	$2,256	-$1,255
Low Income	$5,342	$1,603	2-3 BR	$1,830	-$228	$2,256	-$654
Median Income	$6,675	$2,003	2-3 BR	$1,830	$173	$2,256	-$254
Moderate Income	$8,008	$2,403	2-3 BR	$1,830	$573	$2,256	$147

Source: Baird + Driskell/Community Planning; RealFacts, Inc., 2001

given tax breaks for mortgage interest payments while renters are not. In fact, by far the largest (and often least recognized) federal housing subsidy is for mortgage deductions.

Already the mismatch between the location of jobs and housing is straining the region's roadways and environment. As the cost for housing near job centers has risen, workers have

sought more affordable housing in communities farther and farther away from their jobs, compounding traffic congestion. This trend is common in many of the booming regions in California.

In 2000, the public employees union (MAPE/SEIU) conducted a survey of over 1,500 represented employees working for 14 different agencies, including the County of Marin. The survey focused on housing and found the following:

- Over 52% owned a residence, but 57% of those would like to move closer to work.
- Almost 23% of those surveyed failed to identify themselves as eligible for some sort of housing subsidy or support when indeed they would be eligible. This indicates that outreach of information about available programs is beneficial.
- More than half the renters considered owning a home as their top priority, with Marin *down payments* and *monthly mortgage* payments being roughly equal obstacles preventing employees from owning a home.
- 74% of the respondents were eligible for a subsidized housing program of some sort. By examining County income levels for Union members in a single person household, the Union determined that 94% of those employees qualified for assistance, with 57% qualifying for Section 8 rental subsidies. The difference between 74% and 94% represents the added benefits of spousal income.
- The most frequently reported income was $35,000 per year, which would qualify for a Section 8 subsidy. Over half the respondents had incomes of less than $45,700, making them qualified for Section 8 subsidies for a family of four.
- Commutes averaged from 34 to 37 minutes and ranged from five minutes to three hours. Given that this figure represents one direction, members reported spending over an hour per day commuting, which is slightly above federal statistics from the census for Northern California.

What Various Jobs Pay (2000)

- **Examples of Very Low Income Jobs (Maximum of $28,050/year or $2,338/month for a single person household)**
  Bookkeeper/Accountant
  Cashier
  Restaurant Cook
  Customer Service Representative
  Emergency Medical Technician
  Pharmacy Aide
  Receptionist
  Recreation Worker
  Retail Salesperson
  Childcare Instructor, City of San Rafael, $18,432/yr.
  Housing Assistline Worker, Marin Housing, $25,956/yr.

- **Examples of Low Income Jobs (Maximum of $44,850/year or $3,738/month for a single person household)**
  Park Ranger
  Experienced Carpenter
  Electrician
  Elementary School Teacher
  Financial Manager
  Courtroom Clerk, County Courts, $39,180/yr.
  Custodian, County of Marin, $31,848/yr.
  Dispatcher, County of Marin, $36,432/yr.
  Elections Clerk, County of Marin, $31,956/yr.
  Family Support Officer, County of Marin, $32,796/yr.
  Open Space Ranger, County of Marin, $40,212/yr.
  Small Claims Advisor, Courty Courts, $31,284/yr.
  Street Maintenance Worker, Fairfax, $28,836/yr.
  Children's Librarian, Corte Madera, $42,828/yr.
  Customer Service Rep, MMWD, $42,840/yr.
  Account Clerk II, San Rafael, $34,632/yr.

- **Examples of Moderate Income Jobs (Maximum of $67,300/year or $5,608/month for a single person household)**
  Nurse Practitioner
  Fire Inspector
  Police Supervisor
  Mechanical Engineer
  Pharmacist
  Administrative Analyst, San Rafael, $53,052/yr.
  Entry Level Firefighter, San Rafael, $51,192/yr.
  Police Officer, Twin Cities, $57,600/yr.

Special Housing Needs

In addition to overall housing needs, the Town must plan for housing for special needs groups. To meet the community's special housing needs (including the needs of the local workforce, seniors, people living with disabilities, farmworkers, the homeless, people with HIV/AIDS and other illnesses, people in need of mental health care, single parent families, single persons with no children, and large households), Corte Madera must be creative and look to new ways of increasing the supply, diversity and affordability of this specialized housing stock. Special needs housing stock is 54.7 % of all the established deed-restricted affordable housing units throughout Marin County.

Table 13: Programs Administered by Marin Housing (2000)

Type of Housing Program	Corte Madera	Count wide
Section 8 Rental Assistance	16	1,859
Conventional Public Housing	0	496
MHA-Owned Rental Housing	0	83
Rebate for Marin Renters	3	64
Mortgage Credit Certificates	11	268
Residential Rehabilitation Loans	39	533
Shelter Plus Care	1	65
Housing Assistline	52	2,174
Housing Opportunities for People with AIDS (HOPWA)	3	114
Rental Deposit Guarantees	1	91

Note: These figures do not include all subsidized units in Marin County as many projects are owned and/or managed by nonprofit organization

Source: Marin Housing Authority, 2001

There is a range along a continuum of housing for special needs, beginning with independent living (owning or renting), to assisted living (licensed facilities), to supportive housing, transitional housing, and finally emergency shelter. Further, the vast majority of special needs housing is service enriched. In other words, services are offered to residents to help them maintain independent living as long as possible.

The Marin Housing Authority administers Section 8 Payment Program certificates that house 4,917 people (in 1,859 units). The waiting list for the Section 8 Program can be as long as five years due to the number of individuals and families who are in need of subsidized housing. The Shelter Plus Care Program provides 65 rental subsidies linked with supportive services to 78 individuals who are homeless with a mental health disability. Lastly, there are 98 rental subsidies for 114 people living with HIV/AIDS that are served through the Housing Opportunities for People With Aids Programs (HOPWA). Additional programs offer services to specific special needs populations housed through Marin Housing Authority which assist tenants in maintaining their housing. These programs target services to frail seniors, families striving toward self-sufficiency, and at-risk populations with substance abuse and/or mental health disability.

Seniors

Senior households can be defined, in part, by the age distribution and demographic projections of a community's population. This identifies the maximum need for senior housing. Particular needs, such as the need for smaller and more efficient housing, for

Table 14: Waiting List for Section 8 Housing Choice Voucher Program (June 2000)

Residence	Applied for Section 8 Rental Assistance	Percent with Marin County Residence	Family Households	Senior Households	Disabled or Handicapped	Single Person Households
Belvedere	1	0.1%				
Corte Madera	43	2.5%				
Fairfax	71	4.1%				
Larkspur	6	0.3%				
Mill Valley	126	7.3%				
Novato	312	18.2%				
Ross	0	0.0%				
San Anselmo	63	3.7%				
San Rafael	775	45.2%				
Sausalito	57	3.3%				
Tiburon	19	1.1%				
Marin Unincorporated (includes Marin City)	242	14.1%				
Marin County Total	1,715	100.0%	861	180	443	231

Note: 2,486 households submitted pre-applications; 775 (32%) do not live or work in Marin County

Source: Marin Housing Authority, 2000

barrier-free and accessible housing, and for a wide variety of housing with health care and/or personal services should be addressed, as should providing a continuum of care as elderly households become less self-reliant. There is a dramatic increase in dementia as people reach 75 years of age, resulting in a significant need in Marin for dementia care facilities or opportunities for seniors to remain with their families in "granny" or "in-law" second units. There is also a need for housing where an "in-home" caregiver can reside.

As shown in Table 15, there are currently 815 households in Corte Madera headed by a person age 65 or more. Of those, 92% own their home and 8% are renters. With the overall aging of society, as described earlier, the senior population (persons over 65 years of age) will increase in Corte Madera. Consequently, the need for affordable and specialized housing for older residents will grow. Typical housing to meet the needs of seniors include smaller attached or detached housing for independent living (both market rate and below market rate); second units; shared housing; age-restricted subsidized rental developments; congregate care facilities; licensed facilities; and skilled nursing homes.

Most of the licensed facilities in Marin will no longer take low and very low income seniors. Average basic rent is currently about $3,500 per month for a single bed (room, bathroom, and three meals/day). For a couple, the costs are greater. Additional personal care is another cost above the basic charge. There are currently about 400 units of senior market rate assisted living facilities in the pipeline in Marin County that have been approved. The Marin County Public Guardian's Office must place very frail and very low income seniors in other counties due to the lack of availability of affordable assisted living in Marin County. Thus,

Table 15: Number of Households Headed by Seniors (2000)
(Householder Age 65 or More)

	Renter Households	Owner Households	Total Large Households
Belvedere	90	297	387
Percent	23%	77%	40%
Corte Madera	63	752	815
Percent	8%	92%	22%
Fairfax	121	379	500
Percent	24%	76%	15%
Larkspur	666	974	1,640
Percent	41%	59%	27%
Mill Valley	431	1,040	1,471
Percent	29%	71%	24%
Novato	751	3,029	3,780
Percent	20%	80%	20%
Ross	6	179	185
Percent	3%	97%	24%
San Anselmo	129	803	932
Percent	14%	86%	18%
San Rafael	1,100	3,892	4,992
Percent	22%	78%	22%
Sausalito	148	509	657
Percent	23%	77%	15%
Tiburon	170	768	938
Percent	18%	82%	25%
Unincorporated	771	4,538	5,309
Percent	15%	85%	21%
Total County	4,446	17,160	21,606
Percent	21%	79%	21%

Total senior households percentage is the percentage of ALL households

Source: U.S. Census, 2000

Table 16: Number of Large Households (2000)
(Households with Five or More Persons)

	Renter Households	Owner Households	Total Large Households
Belvedere	10	33	43
Percent	23%	77%	4%
Corte Madera	50	176	226
Percent	22%	78%	6%
Fairfax	32	87	119
Percent	27%	73%	4%
Larkspur	42	144	186
Percent	23%	77%	3%
Mill Valley	68	208	276
Percent	25%	75%	4%
Novato	697	920	1,617
Percent	43%	57%	9%
Ross	14	103	117
Percent	12%	88%	15%
San Anselmo	30	184	214
Percent	14%	86%	4%
San Rafael	1,471	637	2,108
Percent	70%	30%	9%
Sausalito	4	24	28
Percent	14%	86%	1%
Tiburon	43	170	213
Percent	20%	80%	6%
Unincorporated	447	1,231	1,678
Percent	27%	73%	7%
Total County	2,908	3,917	6,825
Percent	43%	57%	7%

Total large households percentage is the percentage of ALL households

Source: U.S. Census, 2000

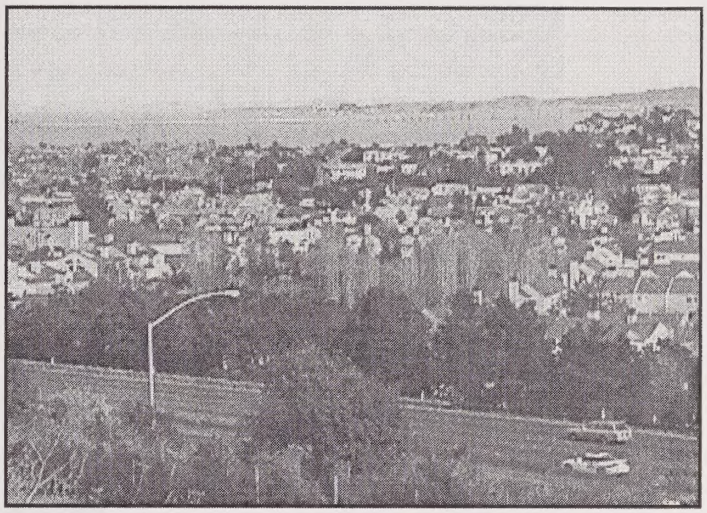
the lack of very low income beds in Marin has also resulted in high cost expenditures by Marin County Department of Health and Human Services for out of county placements.

Many supportive housing developments for the elderly have been built using HUD's Section 202 and 202/8 programs, which provide direct loan financing. Non-profit organizations have been instrumental in obtaining the resources to construct and operate the developments, but housing authorities and for-profit developers are also potential development project sponsors.

Large Families

Large households, defined as households with five or more persons, tend to have difficulties purchasing housing because large housing units are rarely affordable and rental units with three or more bedrooms are not common. The recently released 2000 Census data (see Table 16) show that 7% of Marin's households were "large families" (i.e., five people or more). The Census data show that slightly over half (57.4%) of larger households in the county live in owner-occupied units. In Corte Madera, there are 226 large households, which comprise 6% of all households. Of those, 78% are owner-occupied households and 22% are renters.

For above-moderate income households, Corte Madera's housing stock offers a choice of housing to large families. It is likely that there is a shortage of larger affordable units, which continues to be a factor throughout Marin today, especially the lack of larger rental units.



This assumption is further supported by indicators related to overcrowded housing, since large families typically represent a significant portion of the population living in overcrowded housing conditions.

People Living with Physical and Mental Disabilities

People living with disabilities represent a wide range of different housing needs, depending on the type and severity of their disability as well as personal preference and life-style. The design of housing, accessibility modifications, proximity to services and transit, and group living opportunities represent some of the types of considerations and accommodations that are important in serving this need group. Incorporating barrier-free design in all new multifamily housing is especially important to provide the widest range of choice. Doing so is also required by the California and Federal Fair Housing laws. Special consideration should also be given to the issue of income and affordability, as many people with disabilities may be in fixed income situations.

Chapter 671, Statutes of 2001 (Senate Bill 520) requires localities to analyze potential and actual constraints upon the development, maintenance and improvement of housing for persons with disabilities and to demonstrate local efforts to remove governmental constraints that hinder the locality from meeting the need for housing for persons with disabilities. In addition, as part of the required constraints program, the element must include programs that remove constraints or provide reasonable accommodations for housing designed for persons with disabilities. The Town will conduct an evaluation of its zoning ordinance and other policies to identify and eliminate potential barriers to the construction of housing for people with disabilities.

The Town has reviewed all of its zoning laws, policies and practices for compliance with fair housing laws. Senior developments and projects for persons with disabilities can be provided with exceptions to parking and other standards, depending on project specific analysis. The Town does not restrict group homes. Group homes with over 6 persons are allowed in all residential districts with a Use Permit. Use permits require a public hearing and approval by the Planning Commission.

People living with disabilities who are on fixed incomes may require a wide range of different housing, depending on the type and severity of their disability as well as personal preference and life-style. Housing designed "barrier-free," with accessibility modifications, on-site services, mixed income diversity, proximity to services and transit and group living opportunities represent some of the types of considerations and accommodations that are important in serving this need group.

As the population ages, handicapped-accessible housing will become even more necessary. Consideration can be given to handicapped dwelling conversion (or adaptability) and appropriate site design. Buckelew, Allegria, MARC and the Marin Center for Independent Living serve people living with disabilities. The Marin Center for Independent Living, for example, serves approximately 4,000 people a year throughout Marin County. Most of their clients live under the poverty level, the average client earning about $7,200 a year.

Single Parent and Female-Headed Households

Female-headed households may need affordable housing with day care and recreation programs on-site or nearby, in proximity to schools and access to services. These households, like many large households, may have difficulty in finding appropriately sized housing. Despite fair housing laws, discrimination against children may make it more difficult for this group to find adequate housing. Women in the housing market, including but not limited to, the elderly, low and moderate income earners and single-parents, face significant difficulties finding housing. Both ownership and rental units are extremely expensive relative to the incomes of many people in this population category.

According to the 2000 U.S. Census households headed by a female account for slightly more than one-quarter of all households in Corte Madera. Households headed by a female account for 20.4% of the households in Corte Madera with two or more persons (580 of 2,839). Female households comprise 65% of the single person households (610 of 937). Of the 1,264 households with children in Corte Madera, 235 (18.6%) are headed by a female with no husband present.

Farmworkers

State law requires that housing elements evaluate the needs of farmworker housing in the local jurisdiction. ABAG did not assess the regional need for additional farmworker housing in the Bay Area. Most, if not all, Corte Madera residents employed in farming occupations are employed in wholesale and horticulture businesses and there are no localized needs for seasonal or other types of farmworker housing. There was no migrant worker housing identified in Corte Madera in the 1990 Census. *(The 1990 Census reported only 17 housing units countywide for migrant farm workers.)*

Individuals and Families Who Are Homeless

Individuals and families who are homeless have perhaps the most immediate housing need of any group. They also have one of the most difficult sets of housing needs to meet, due to

both the diversity and complexity of the factors that lead to homelessness, and to community opposition to the siting of housing that serves homeless clients.

Homeless people face the ultimate housing deprivation. The homeless population in California is estimated at approximately one percent of the state's total population. About a third consist of homeless families. Homeless circumstances vary considerably. Homelessness and near-homelessness is an important countywide concern. Based on Continuum of Housing and Services data (the Continuum is a collaboration of over twenty Marin organizations providing housing and related services), one out of five (20%) of very low income households (6 of the Town's total very low income need of 29 units) should be for special needs. Findings of a 1999 study conducted under the Marin Continuum of Housing and Services were as follows:

(1) Approximately 7% of Marin County households live below the poverty level and about one-quarter of the people living below poverty are children.

(2) Over 6% of Marin's population was either homeless or in imminent risk of becoming homeless at some point in 1999.

(3) 2,698 households comprising 4,281 people were homeless in Marin at some point in 1999, with 1,104 of those being children (25.7%).

(4) 4,266 households comprising 11,090 people were at imminent risk of losing their housing during 1999. Nearly half of the at-risk households were families with children.

(5) Over half of the at-risk households were working families, with incomes averaging $947 per month (20% of the median income and 31% of a "living wage" in Marin County).

(6) Over 5,100 Marin children were either homeless or at imminent risk of homelessness in 1999.

Based on discussions with Homeward Bound the homeless population (persons either homeless or at imminent risk of homeless) is growing countywide. However, there has been no visible homeless group in Corte Madera. The Police Department verifies that there have not been situations of people occupying parks, streets, or other public facility for shelter.

Because Corte Madera is not on major public transportation routes and provides no shelters or services for the homeless, persons who become homeless in Corte Madera would go elsewhere. Most homeless people gravitate towards San Rafael because it has transportation and social services.

The following are strategies for the Town to participate in addressing the needs of people at risk of homelessness in the county: (1) provide more affordable housing; (2) legalize existing second units; and (3) provide some type of financial support to homeless service providers. Given the limited supply of available land and in recognition that there is a lack of resources to set up homeless-specific services for the homeless or people "at risk" of becoming homeless, the Town will support countywide programs such as New Beginnings to provide for a continuum of care for the homeless including emergency shelters, transitional housing, supportive housing and permanent housing.

The Corte Madera Zoning Ordinance does not establish impediments to the construction of homeless shelters, although homeless shelters are not specifically identified in the Zoning Ordinance. Whether it would be appropriate to locate a shelter in Corte Madera is an issue for further consideration. It may be more appropriate to concentrate facilities and social services support in a more central location in the county to provide easier access for the homeless population in the county.

Under current zoning, a shelter could be allowed in areas zoned for office or commercial uses with a Use Permit. Under a Use Permit, the Town can apply standards for homeless shelters as conditions of approval addressing a variety of issues related to: (1) exterior design (such as landscaping, lighting and parking); (2) interior features (such as safes, laundry, and shower facilities); and (3) shelter operations (such as house rules or shelter operation).

"At Risk" Housing

Government Code Section 65583 requires each city and county to conduct an analysis and identify programs for preserving assisted housing developments. The analysis is required to identify any low income units which are at risk of losing subsidies over the next 10 years. Based on a study in 2001 conducted by Barbara Collins, Marin County Affordable Housing Strategist, there are 3,226 deed restricted affordable housing units currently in Marin

County. There are an additional 1,597 proposed units in various stages of the development process. For planning purposes, deed restrictions for 33.1% of the established affordable housing stock will expire in the next 15 years. Countywide, developments which are at risk of expiring through to the year 2006 contain 825 units eligible to convert to market rate units based on funding restrictions, with some exceptions. Of the 825 units, 58 units are designated in the Below Market Rate program managed by Marin Housing Authority, and are generally restricted permanently with a slight cost increase to cover resale or legal expenses. Beginning in the year 2007 through 2012 there will be 266 units at risk of converting to market rate in Marin County. Of these, 91 are BMR units subject to resale controls.

Key Findings of the Background Analysis

(1) Despite growing affluence, Corte Madera is a diverse community with a signficant proportion of single person households and lower income households.

(2) Growth in population in Marin County and Corte Madera is limited.

(3) A significant proportion of new jobs projected in Corte Madera (and the County) are expected to be lower paying.

(4) Marin has an aging population.

(5) Home ownership in Corte Madera is high but there are a significant number of renter households as well — and Corte Madera has the lowest vacancy rate among all jurisdictions in Marin.

(6) Sales prices for housing are out of reach of moderate income households.

(7) Rents have increased significantly in recent years, but, generally, market rate rentals are affordable to moderate income households.

(8) The Town has had success in providing workforce and special needs affordable housing.

(9) Town housing goals, policies and programs are intended to protect the character of Corte Madera and meet affordable housing needs.

(10) There are few potential housing sites in Corte Madera planned and zoned for multiple family housing, and it is important to use those sites wisely and in a manner consistent with community goals.

Program actions to preserve at risk units include working with the property owners and/or other parties to ensure that they are conserved as part of the Town's affordable housing stock. A key component of the actions will be to identify funding sources and timelines for action, as described in the programs section. Specific assisted properties at risk of conversion to market rates over the next ten years in Corte Madera are:

(1) **Casa Madera** (2011) — Six below market rate units; 65 units total in the development.

(2) **Village Green** (2009) — Four below market rate units; 29 units total in the development.

Housing Opportunities and Constraints Analysis

Evaluation of the Current Housing Element

Overview

State Housing Element law requires an evaluation of the achievements of the Town's housing goals, policies and programs adopted in the 1989 Housing Element. Appendix B contains a detailed, program-by-program evaluation of the 1989 Housing Element. Table 17 summarizes accomplishments from 1988-1999 for all Marin County jurisdictions. There are many factors which affect the success or apparent failure of a policy or program, including what the Town has done and what other agencies or groups have done to implement the program. Other factors affecting program success include the effects of the economy in general, decreasing availability of state and federal funding for new below market rate housing, or lack of opportunity to implement the program.

Table 17: Affordable Housing Units Built or Approved by Jurisdiction (1988-1999)

	Very Low Income	Low Income	Moderate Income	Total Units
Belvedere	3	8	0	11
ABAG 1988-1998 Need	1	1	1	3
Percent of ABAG Need Met	300%	800%	0%	367%
Corte Madera	7	27	15	49
ABAG 1988-1998 Need	74	66	88	228
Percent of ABAG Need Met	9%	41%	17%	21%
Fairfax	19	71	12	102
ABAG 1988-1998 Need	54	41	52	147
Percent of ABAG Need Met	35%	173%	23%	69%
Larkspur	8	49	28	85
ABAG 1988-1998 Need	156	123	164	443
Percent of ABAG Need Met	5%	40%	17%	19%
Mill Valley	12	5	0	17
ABAG 1988-1998 Need	28	22	28	78
Percent of ABAG Need Met	43%	23%	0%	22%
Novato	0	50	856	906
ABAG 1988-1998 Need	777	648	864	2,289
Percent of ABAG Need Met	0%	8%	99%	40%
Ross	0	0	0	0
ABAG 1988-1998 Need	2	2	2	6
Percent of ABAG Need Met	0%	0%	0%	0%
San Anselmo	0	14	1	15
ABAG 1988-1998 Need	9	8	9	26
Percent of ABAG Need Met	0%	175%	11%	58%
San Rafael	56	196	255	507
ABAG 1988-1998 Need	738	527	703	1,968
Percent of ABAG Need Met	8%	37%	36%	26%
Sausalito	3	7	6	16
ABAG 1988-1998 Need	56	41	59	156
Percent of ABAG Need Met	5%	17%	10%	10%
Tiburon	16	3	0	19
ABAG 1988-1998 Need	65	54	65	184
Percent of ABAG Need Met	25%	6%	0%	10%
Unincorporated	153	230	0	383
ABAG 1988-1998 Need	44	34	47	125
Percent of ABAG Need Met	348%	676%	0%	306%
Total County	277	660	1,173	2,110
ABAG 1988-1998 Need	2,004	1,567	2,082	5,653
Percent of ABAG Need Met	14%	42%	56%	37%

Source: Local Jurisdictions, 2000

Summary of Accomplishments

The themes of the Corte Madera General Plan are to: (1) retain Corte Madera's small-town feeling; (2) preserve open space; (3) preserve and enhance neighborhood character; and (4) preserve and encourage local-serving retail. Within this context, there are

a number of guiding policies in the 1989 General Plan Housing Element to address housing issues and needs. These are related to affordable housing, housing for people with special needs, residential and neighborhood conservation, access to housing, and residential energy conservation.

Projects such as Meadowcreek Station, Madera del Presidio, and the Assisted Living Facility have provided 24 very low income, 16 low income, and 15 moderate income units since 1988. The Town has also approved 21 second units since 1988 (averaging about 2 per year). Some of the key housing policies contained in the current Town policies are:

(1) Require below market rate (BMR) housing in projects having 10 or more units.**

(2) Require non-residential development projects to contribute to helping meet housing needs (established in 2000; to date approximately $43,000 has been collected and placed in a Housing Trust Fund).

(3) Assure affordability of BMR units over time.

(4) Continue to participate in federal, state, county, non-profit and philanthropic programs suitable for increasing the supply of affordable housing in Corte Madera.

(5) Continue to review proposals for second units consistent with the Town's standards, and ensure compatibility with the surrounding neighborhoods.

(6) Discourage conversion of residential units to commercial uses.

An important aspect of successful Housing Elements is the willingness on the part of local government to take on a more proactive role in implementing housing programs. Actions to provide sufficient sites in Corte Madera with potential for meeting the Town's housing needs, especially for very low and low income households, include General Plan Amendment and Rezoning actions in addition to the Town's involvement in facilitating construction of affordable housing in coordination with non-profit housing sponsors and other agencies.

The Town's Second Unit requirements are contained in Chapter 18.08.030 of the Zoning Ordinance. The Town currently allows both attached and detached second units up to a maximum of 700 square feet as long as they meet current zoning standards and parking

***The Town established an inclusionary housing policy in 1981 that requires developers of ten or more units to provide affordable units for sale or for rental in the following proportions: (1) Six or fewer units per acre—5 percent low-income or 10% moderate-income units; (2) more than six units per acre—7.5 percent low-income or 15 percent moderate-income units. Corte Madera has a total of 43 inclusionary units.*

requirements of 1 additional space for the second unit. The Town's procedures and requirements allowing the legalization of existing illegal units, assuming basic health and safety standards and other requirements of the Housing Code are met, could result in additional second units being added to the known housing stock.

In general, the goals, policies, and programs in the 1989 Housing Element have provided a comprehensive set of actions to meet the Town's affordable housing needs and provide a diversity of housing types. The entire General Plan, including this revised Housing Element, reaffirms the following Town goals by: (1) acting as a guide for municipal decisions which affect the quality and quantity of housing; (2) maintaining housing growth within limits of available services; and (3) maintaining Corte Madera's present quality of life by balancing the availability of housing with other environmental considerations.

The following specific changes are recommended based on a review of the current Housing Element:

(1) Consolidate the Town's existing housing goals, policies, and programs to provide an easy-to-use grouping identifying ways to monitor progress, protect existing housing and community character and provide new housing to address the Town's affordable housing and other special needs.

(2) Provide a separate listing of Housing Element programs with implementation dates and responsibilities, and targets to provide easier monitoring, updating and future evaluation. Program information should include: (a) a description of each program action, with specific quantified objectives for the numbers of units constructed, rehabilitated or conserved; (b) target dates for implementing housing programs (some may be ongoing; others may be tied to a specific completion date; some may occur over the Housing Element's entire time frame); and (c) identification of responsible agencies.

(3) Establish a more proactive role on the part of the Town in implementing the Town's housing programs. Actions to provide sufficient sites in Corte Madera with potential for meeting the Town's housing needs to 2006, especially for very low and low income households, include General Plan Amendment and Rezoning actions in addition to the Town's involvement in facilitating construction of affordable housing in coordination with non-profit housing sponsors and other agencies.

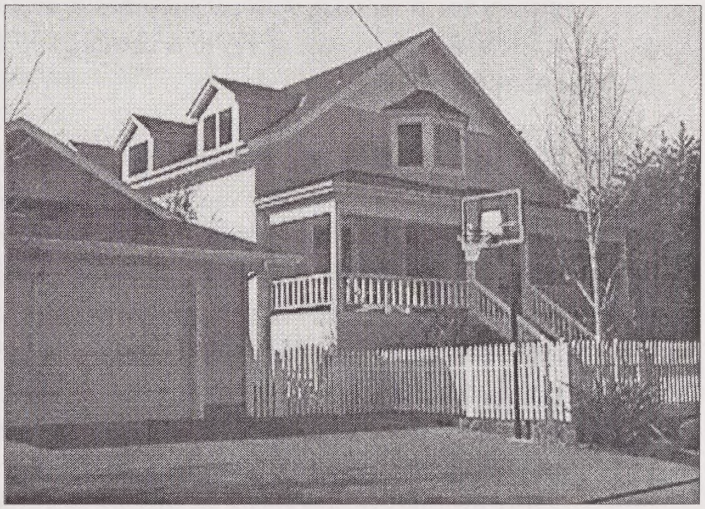
Potential Non-Governmental Constraints and Opportunities

State law requires an analysis of potential and actual governmental and non-governmental constraints to the maintenance, improvement, and development of housing for all income levels. The Housing Element must identify ways, if any, to reduce or overcome these constraints in order to meet the City's housing needs.

Land Costs

The price of housing has risen since the late 1970's at a much faster rate than household income. Contributing factors are the costs of land, materials, labor, financing, fees and associated development requirements, sales commissions, and profits. Another factor is the increasing perception of housing as a commodity for speculation. The typical cost to build an average quality wood frame single family detached home can range from $175 to $200 per square foot and even more for custom-built homes. Construction costs for an average multiple family unit are generally about 20-25% less per square foot.

Development costs in Corte Madera are higher than in comparable communities because most remaining lots have problems with steep slopes, irregular topography, bay mud, or slide-prone areas. The technical and engineering costs of dealing with these factors on remaining sites are likely to be particularly high because those are the sites that have been skipped over in the past precisely because of the difficulty and high cost of development.



Vacant land within the Town of Corte is very limited. Costs for vacant land are roughly $1,000,000 per acre. Since the demand for housing in the Town is very high, the value of potential residential land is increasing and has become a substantial factor in the cost of providing housing. Major contributors to the cost of land are the amount of land available and the density of residential use allowed. In addition, cost is affected by other factors such as location, buildability, availability of community services, attractiveness of the neighborhood and any restrictions on development. In response to high housing costs, lenders can provide first and second mortgages up to 97% of the value of the house.

Infrastructure Availability

Infrastructure, services and utilities needs for future development are addressed in the Town of Corte Madera General Plan. They do not represent a constraint to development as policies and programs are in place to assure that infrastructure and services will adequately serve new in-fill development. Traffic, in particular, continues to be a community-wide concern. The General Plan update will address this issue in greater detail. Sites closer to services and transit offer opportunities to provide housing with limited impacts on traffic.

The Marin Municipal Water District is a special purpose district with the responsibility for providing water services throughout all of Southern Marin County. There have been restrictions placed on new water connections in the past. These restrictions were an interim constraint during drought conditions. Currently, there is no moratorium on new hook-ups. However, to be eligible for water service a property must front on an existing water main and the structure to be served must be within 125 feet of the main. A member of the Town Council acts as a liaison between the Town and the District.

Corte Madera's wastewater collection and treatment is provided by Sanitary District #2, which serves 4.5 square miles including the Town of Corte Madera, the Greenbrae Boardwalk, and small portions of the City of Larkspur and the Town of Tiburon. Upgrading the system's pumping capacity and ongoing maintenance of all sewer lines are District priorities. Sewer capacity is not a constraint to housing development in Corte Madera.

Financing

Financing for above moderate or market rate housing is not restrained for those who can qualify. It is difficult, however, for first-time home buyers without capital or equity to qualify for financing without incomes near $100,000. For example, the income required for a $400,000 mortgage at 7.5% is about $100,000, which requires a monthly payment of about $2,800.

Nationwide, there was a sharp drop in multifamily housing construction during the 1990's which contributed to low vacancy rates and rising rents. According to a study conducted by University of Southern California demographer and planner Dowell Myers, the reason for the drop was due to the loss of federal tax credits, local resistance to apartment construction, litigation and liability issues, and population changes. Until the 1990's single-family and multifamily permits were fairly evenly matched in California, but recently multifamily has represented only 22 percent of the total. Rental construction has become increasingly costly due to the same factors as single family houses. For these reasons many developers prefer to use scarce land to build units for sale in order to realize an early profit and minimize risk. Units for sale are also easier to finance during construction.

Community Concerns

Potential opposition to affordable housing exists in many communities throughout the Bay Area. It is important in this regard to identify sites for special needs and affordable housing that fit with community character and have minimum impacts. Design plays a critical role in creating new developments that blend into the existing neighborhood, especially in higher density developments that might otherwise seem out of place. Good design can help ensure that high density developments are not bulky or out-of-scale. Through sensitive design, a buildings' perceived bulk can be significantly reduced to create a development that blends with the existing character of the neighborhood. Design strategies which the Town can use to minimize the perception of bulk and create a blending with the community do not necessarily increase costs. These include:

(1) Minimize building heights;
(2) Break-up the building "mass" in its architecture and detailing (e.g., create several smaller buildings instead of one large building);
(3) Vary the roofline;
(4) Create a three-dimensional facade (rather than a massive, flat facade);
(5) Step-back the building height, with the lowest part of the building towards the street and adjacent properties, locating the highest part of the building towards the center of the property;
(6) Site the building appropriately in relation to surrounding buildings;
(7) Use architectural design, landscaping, materials and colors that fit with the area;
(8) Use landscaping to blend the buildings with the natural setting;
(9) Provide for open space and pathways throughout the development.

The Marin Consortium for Workforce Housing was established to build public understanding and support for workforce housing. The Consortium focuses public concern on potential environmental impacts, quality of design, and the quality of long-term management of the project. The Housing Element includes Program H1.B to work with the Marin Consortium for Workforce Housing to help address this potential constraint. In addition, the Town's environmental and design review procedures assist in achieving project acceptability and allow for neighborhood participation.

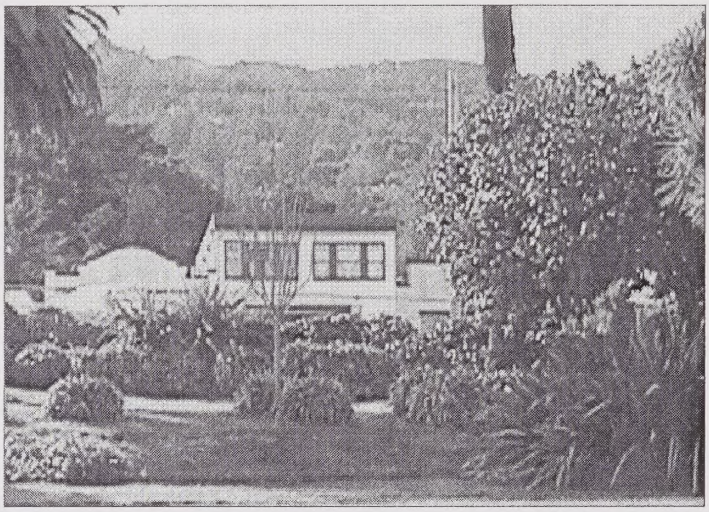
Working with Non-Profit Housing Developers

The key to the success of non-profit developers lies in three areas: First, in their ability to draw upon a diversity of funding sources and mechanisms to make their developments work financially; second, in their commitment to working cooperatively and constructively with the local community, including local officials as well as neighborhood residents; and third, in their long-term commitment to ensuring excellence in design, construction and management of their developments, creating assets that are valued by the people who live in the developments as well as their neighbors and others in the community.

The Nonprofit Housing Association of Northern California (NPH) serves as a local networking agency, advocacy group and resource organization for affordable housing developers in the Bay Area and elsewhere in California. Some of the affordable housing developers and housing services providers that have been active in Marin County in recent years include Ecumenical Association for Housing, North Bay Housing, Citizens Housing, and BRIDGE Housing Corporation.

Housing Financing Incentives for Workforce and Special Housing Needs

There are a wide variety of resources provided through federal, state and local programs to support affordable housing development and related programs and services. The single largest (and often least recognized) federal program is mortgage interest tax deduction, estimated at $54 billion in 1996 for the entire nation. The California Housing Plan (2000) reports that federal assistance for affordable housing was only $17.2 billion nationwide the same year. This assistance was primarily used to maintain and operate the existing supply of affordable housing. Outlays for new construction were considerably lower.



California localities receive federal subsidies for affordable housing through a number of programs. Like state programs, federal programs often change in terms of program details, application procedures, and amount of subsidy dollars available. State agencies also play an important role in providing housing assistance by allocating federal housing funds and/or making loans available to affordable housing developments. The three principal agencies involved are the State Treasurer's Office, the California Housing Finance Agency (CHFA), and the California Department of Housing and Community Development (HCD).

Local government resources, which have historically played a less important role in supporting housing development, now play a fairly significant role by making local developments more competitive for federal and state financing. There is considerable competition for the program funds that are available, and any one development will need to draw upon multiple resources to be financially feasible. When developments are able to demonstrate a financial commitment and contribution from local sources—especially if coupled with regulatory support through policies such as fast-track processing, fee waivers, and/or density bonuses—they are better able to *leverage* funding from other 'outside' sources.

Additionally, all funding sources require separate reporting and data collection. When multiple funding sources are used (usually necessary), additional burdens are placed on developers with limited staffing to track the information required and report on a timely basis.

Potential Governmental Constraints and Opportunities

Corte Madera is less than four square miles. This limited area provides limited opportunities for additional housing development. As with other cities, Corte Madera's development standards and requirements are intended to protect the long-term health, safety, and welfare of the community.

Like all local jurisdictions, the Town of Corte Madera charges fees and has a number of procedures and regulations it requires any developer to follow. There are many locally imposed land use and building requirements that can affect the type, appearance, and cost of housing built in Corte Madera. These local requirements include zoning standards, development fees, parking requirements, subdivision design standards, and design review. Other building and design requirements imposed by Corte Madera follow State laws, the Uniform Building Code, Subdivision Map Act, energy conservation requirements, etc.

The Town is comprised predominantly of single-family detached housing. However, the General Plan has identified locations where multi-family housing units may be developed. The Town's development standards contained in the Zoning Ordinance and Subdivision regulations are the minimum necessary to ensure the protection and preservation of the existing housing stock. By Marin County standards, they are not unduly restrictive and, in general, Corte Madera's development standards and requirements are comparable to many other communities in the Bay Area.

Programs in the Housing Element identify modifications to the Town's development standards to encourage affordable housing. The discussion below evaluates Town development regulations. Appendix C (Residential Development Approval Process, Dedications and Fees) describes some of the Town's requirements in more detail.

Land Use Regulations

There are many locally imposed land use and building requirements that can affect the type, appearance, and cost of housing built in Corte Madera. The Corte Madera General Plan and Zoning Ordinance establish the locations where housing can be built, at what density, lot size, setbacks, and required site improvements.

Land-use controls can be viewed as a constraint in that they determine the amount of land to be developed for housing and establish a limit on the number of units that can be built on a given site. General Plan and Zoning Ordinance Amendments are proposed as part of this Housing Element to provide additional sites for multiple family housing, and to allow increased densities to make affordable housing feasible. Table 18 shows current residential zoning standards.

Table 18: Town of Corte Madera Zoning Standards

Zone	Lot Requirements Area (sf)	Lot Requirements Width (ft)	Building Coverage	Setbacks Front (ft)	Setbacks Side (ft)	Setbacks Rear (ft)	Building Height (ft)	Density (Units/Acre)	Parking Requirements
R-1	7,500	70	30%	20 (can allow 15)	6 (can allow 5)	25	30	5.8	2 (1 must be covered)
R-2	8,000 (4,000/ dwelling)	70	35%	20	6	25	30	10.9 (greater for senior housing)	1.5 for 1 BR 2.0 for 2 BR 2.5 for 3+ BR
R-1-A	20,000	70	25%	25	10	35	30	2.2	2 (1 must be covered)
R-1-B	1 acre	100	15%	30	20	50	30	1	2 (1 must be covered)
R-1-C	5 acres	100	Based on Site Analysis	35	25	100	30	up to .2	2 (1 must be covered)

Source: Town of Corte Madera Zoning Ordinance

In the past, the Town has required that Below Market Rate housing units provided as a requirement of a development approval reflect the same size units as the remainder of the development. Also, the Town's Zoning Ordinance sets forth private open space standards for all new development which provide amenities for families with children. However, in an effort to provide an incentive for affordable housing and to make affordable housing units more feasible, the Housing Element proposes a program to exempt affordable housing units from the in-lieu park fees. This change is one of the proposed Zoning Ordinance amendments being considered with the Housing Element.

A generalized comparison of parking standards in Marin County is shown in Table 19. It is recommended that the parking standard of 2.5 parking spaces for multifamily units with three bedrooms be changed to be consistent with the 2 parking spaces required for single-family homes, and further, that the Town consider reduced parking requirements for affordable housing.

Table 19: Summary of Parking Requirements in Marin County Jurisdictions

Single Family Dwellings

Lowest Requirement	Highest Requirement	Most common	Common Additional Requirements
2 spaces/ dwelling	3 spaces/ dwelling	2 spaces/dwelling units	1 or all spaces covered
			Additional space for units over 4,000 sq. ft.
			Additional space for units over 150 ft. above mean sea level elevation
			1 or 2 spaces/unit for guests

Second Units

Bedrooms/ Unit	Lowest Requirement	Highest Requirement	Most common
Studio	1	2	1
1	1	2	1
2	1	2	2
3 or more	1	3 or more (1space/bedroom)	3 or more (1space/bedroom)

Multifamily Dwellings

Bedrooms/ Unit	Lowest Requirement	Highest Requirement	Most common	Common Additional Requirements
Studio	1	2	1 to 1.5	1/4 or 1/5 spaces unit for guests
1	1	2	1.5	
2	1.5	2 (1 covered)	2	
3 or more	2	2.5 (1 covered)	2 to 2.5	

Source: Marin Housing Workbook

Establishing ways to reasonably apply open space requirements and to allow for flexibility in applying other development standards, such as FAR, height limits, density, parking, etc., based on the location and design of the development, compatibility with adjacent uses, and the type, size, and income levels of the occupants of the housing, is recommended in this

Housing Element. In this regard, it is recognized that smaller, more affordable housing near transit and services will generate fewer trips, lesser area-wide impacts and will require less parking.

Second Units

A second dwelling unit is a small unit in addition to the main house on a single lot. Second units have the following benefits:

(1) They provide flexibility for the owner of the main home (they can be used as a home office, an apartment for elderly parents, or a source of income);

(2) When rented they help make home-ownership affordable for the owner of the home;

(3) They can provide flexibility for seniors or other homeowners who rent their primary dwelling because they still want to live in the same neighborhood;

(4) They provide lower cost housing because the units tend to be small and there are no extra land costs (surveys show that half of the units collect $0 rents);

(5) They are easier to fit in to existing neighborhoods since they are small and are often part of the main house.

The Housing Element recommends ways to: (1) expand opportunities for new accessory dwelling units in existing neighborhoods; (2) require accessory dwelling units in new development; and (3) legalize existing non-permitted second units.

Building Code

Corte Madera uses the Uniform Building Code (UBC) which sets minimum standards for residential development and all other structures. The standards may add material and labor costs, but are felt to be necessary minimums for the safety of those occupying the structures. Modification of the code in order to reduce the cost of housing would not be appropriate if it affects safety or adversely impacts neighboring properties.

The Town has made one amendment to the Code applicable to residences, requiring fire-retardant roofs, a water supply meeting ISO (Insurance Service Office) standards, and minimum road widths (12 to 18 feet wide) in areas with high fire hazards (long response times, hazardous brush, poor access and steep slopes). The Town's sewer, storm drain, and other engineering standards conform to Marin County standards, and the Town requires only minimum road widths and improvements in new developments.

The Town enforces energy conservation standards enacted by the State. The standards may increase initial construction costs, but over time will result in energy savings. Corte Madera's Building Code enforcement practices are complaint-driven, as are those of 70% of the local governments surveyed by the State Department of Housing and Community Development.

As an alternative, the Town could be more alert to early stages of deterioration and direct owners to remedial programs.

Dedications and Fees

Local fees add to the cost of development; however, particularly after Proposition 13, cities are concerned with the need to recover processing costs. A review of other Marin County cities concludes that Corte Madera's fees are comparable by Marin County standards, with no specific infrastructure development fees since the Town's infrastructure is essentially built out. Line item fees related to processing, inspections and installation services are limited by California law to the cost to the agencies of performing these services. Most jurisdictions are tending toward fees which cover the costs of staff time and materials charged on an hourly basis, consistent with California law.

Environmental Review and Processing

According to Town staff, a typical single-family home's permits and approvals require three months, although some projects are approved in as little as two months. The approval process for housing projects usually includes noticing requirements for a public hearing for Design Review. After Design Review approval, the applicant submits construction drawings for a Building Permit, the final Town approval required prior to construction. Projects with more than four units typically involve longer processing times because of environmental review. However, a recent application for a seven-unit subdivision received approval in three months. These time lines compare favorably with neighboring communities and other jurisdictions throughout the state.

By encouraging developers to meet with neighborhood residents and allowing the combined processing of certain applications, such as zoning and subdivision map requirements, the Town has taken actions which reduce processing time and potential delay for residential projects.

The Town undertakes design review of projects to ensure their "fit" with the community. While design review may require more processing time and impose some additional requirements, it is not considered a constraint because it is important that new projects blend with the community, becoming a natural and integral part of the existing neighborhood fabric, both visually and structurally. Design Review requirements generally provide an opportunity for design issues to be raised early in the review process, thus helping to assure community acceptance of a project proposal, which can reduce delay due to project appeals and other forms of community objections.

Processing time for multi-family projects is dependent on whether an Environmental Impact Report (EIR) is required. Corte Madera follows the procedures set forth in the California Environmental Quality Act (CEQA) and Guidelines. Sites on the upper slopes of Corte Madera that may be available for housing would be more expensive to develop due to known geotechnical and access problems. Environmental protection requirements, including protection of endangered species, may add time to the development process and additional cost where it is necessary to evaluate the effects of the project and mitigate adverse impacts.

Fees charged by the Town for CEQA processing cover the Town's processing costs.

CEQA Section 15332 ("Infill Development Projects") allows the Town to categorically exempt from CEQA review infill development consistent with the Corte Madera General Plan and Zoning requirements. In instances where CEQA Section 15332 would not apply, the Town will consider using the area-wide Environmental Assessment or Program EIR for the Corte Madera General Plan for assessing area-wide infrastructure and other potential off-site impacts to expedite the processing of subsequent affordable housing development proposals.

Part of the issue in being proactive in regard to housing is the availability of Town staff to implement housing programs. To address this issue, the *Marin Housing Workbook* recommends the creation of a Housing Assistance Team (HAT), coordinated by the Marin County Affordable Housing Strategist, that would be available to assist the staff in all jurisdictions. Possible tasks include:
(1) assistance to Corte Madera Town staff in Implementing Housing Element programs;
(2) assistance and support in maintaining Housing Element certification; and (3) technical assistance on housing matters.

Summary of Findings from the Evaluation of the Current Housing Element and Potential Housing Constraints

(1) Expand "in-lieu" fees to cover all new housing, exclusive of second units.

(2) Strengthen the Town's Second Unit program as a viable way to provide smaller, affordable units — including legalization of existing illegal units, new second units in existing neighborhoods, and requirements for second units in new development.

(3) Provide flexibility in applying development standards for housing that helps to address the Town's needs (especially for very low and low income housing) based on housing type, size, location and occupants. Examples include reduced standards for smaller units and senior housing.

(4) Provide more effective use of the Town's design review process by establishing design principles and clarifying the focus of design review.

(5) Modify the parking standard of 2.5 parking spaces for multifamily units with three bedrooms to be consistent with the 2.0 parking spaces required for single-family homes, and further, that the Town consider reduced parking requirements for affordable housing.

(6) Utilize the Housing Element Update EIR and General Plan Update EIR for expedited review of future housing development.

(7) Increase the capabilities of Town staff by supporting the creation of a Housing Assistance Team (HAT), coordinated by the Marin County Affordable Housing Strategist, that would be available to assist the staff in Implementing Housing Element programs, maintaining Housing Element certification and providing technical assistance on housing matters.

(8) Seek increased opportunities for mixed use housing as part of the General Plan Update

(9) Augment the Town's Affordable Housing Fund to be able to respond to opportunities when they become available (DMV, Post Office, Corporation Yard, etc.)

(10) Make more effective use of loan programs for "first time" homebuyers.

(11) Continue to participate in countywide housing activities.

Available Land and Ability to Meet "Fair Share" Housing Needs

In response to Housing Element law, the Town is required to provide an inventory of known sites available for housing development as well as vacant and/or underdeveloped sites that can accommodate Corte Madera's housing development needs determined by ABAG between January, 1999 and June, 2006. Multiple family housing at higher densities, especially in coordination with a non-profit housing sponsor, can provide opportunities for workforce affordable housing to be built. One incentive that can be offered to encourage affordable housing is to allow those developments that meet affordability criteria to develop their projects at higher densities. This allows cost items such as land, site design and long-term management and maintenance costs to be shared across a larger number of units, thereby bringing down the per-unit cost, and making it easier to achieve affordability goals. Projects which receive such density "bonuses" must guarantee units at below market rate prices for a specified period of time.

There are few potential housing sites in Corte Madera planned and zoned for multiple family housing. Table 20 compares ABAG housing needs to the number of housing developments built or approved in Corte Madera from 1999 through 2001. Eleven affordable units were built in Corte Madera in the period 1999 to 2001. Nine of these are in a senior living facility. As a condition of approval, the facility owner has entered into a contract with the Town to rent units at prices affordable to very low income (four units) and low income (five units) persons. The term of this agreement is 55 years, and the agreement is recorded against the property.

Table 20: Specific Housing Developments Built or Approved in Corte Madera by Income Category (1999-2001)

	Very Low Income	Low Income	Moderate Income	Above Moderate Income	Total
Regional Fair Share Housing Need	29	17	46	87	179
Assisted Living Facility (senior housing)	4	5	0	109	118
New Second Units*	2	0	2	0	4
New Single Family Homes	0	0	0	5	5
Total Housing Units Built or Approved	6	5	2	114	127
Percent of Units Built or Approved	21%	29%	4%	131%	71%

*Assumes 50% of second units rented at $0 rents; other rentals are at market rate rents affordable to moderate income

Source: Town of Corte Madera Environmental Services Department

During the same period, 4 second units were built. The *Marin County Housing Workbook* (Marin County Community Development Agency, February 2002) found — based on surveys of second unit owners — that half of the second units charge no rent. Based on this information, the town estimates that at least two of the four second units built between 1999 and 2001 are affordable to very low income households.

In order to have the potential to meet the ABAG Regional Housing Needs for very low, low, and moderate income housing (workforce affordable housing) over the entire timeframe of

the Housing Element, additional sites are identified where it is possible to build multiple family housing at densities which make workforce affordable housing feasible. Other opportunities include: (1) continued review and approval of second units; (2) legalization of existing unpermitted second units; (3) mixed use; and (4) conversion of non-residential uses to residential or mixed use, where practicable.

In addition, the Town can make more effective use of loan programs for "first time" homebuyers by identifying what the Town can do to initiate/spur such programs. (e.g., there are programs that allow for up to a 97% loan to value). The Town can encourage local lending institutions to implement loan programs to facilitate home ownership for the workforce. Another opportunity would be to devise an equity sharing programs whereby the Town contributes toward the down payment and recaptures a portion of capital gain upon sale of the property.

The Town's policy approach for achieving adequate sites, as expressed in the Housing Element, has several components:

(1) Look to second units (new and existing) and small mixed use housing as potential sources of housing;
(2) Identify "high potential housing sites" which offer opportunities for higher density housing to be built in the near-term;
(3) Identify "housing resource sites" which have opportunities for assisting in meeting housing needs (through second units, in-lieu fees, or providing other longer-term housing potential);
(4) Where possible, modify development standards, such as those for second units and for mixed use housing, to create incentives for this type of development to happen;
(5) Provide flexibility in how we apply development standards, funding incentives, and other incentives for the desired development to occur.

There are two perspectives from which to understand the adequate sites analysis: (1) are there adequate sites to meet the Town's total housing needs? And (2) are there adequate sites at sufficient densities to meet the Town's need for very low, low and moderate income housing? Other than second units and market rate apartments, it is generally assumed that a minimum density of about 25 units/acre is needed to create opportunities for very low, low and moderate income housing to be built (based on current affordability levels, construction costs, long-term management/maintenance costs, competitiveness for financing, and land costs). For high potential housing sites, the Town will initiate rezoning actions to overlay zones which may allow up to 25 units/acre (up to 31.5 units per acre with a density bonus). In addition, it is recommended that such rezoning and environmental review occur concurrently with adoption of the updated Housing Element. Appendix D (Housing Opportunity Sites) contains a complete inventory of sites and their descriptions. Appendix E (Description of the Affordable Housing Overlay Zones) describes the overlay zones. Appendix F (Mixed Use Density Strategy) reviews the Town's mixed use development strategy.

It is important that high potential housing sites be located near transit, shopping, services and the freeway where people can have easy access to nearby amenities. Increased activity in appropriate locations creates a vibrancy and vitality in these areas. Generally, there is higher intensity of activities toward the center of town and lower intensity of land use farther away. This approach will ensure that housing is close to transportation and services, so as to preclude traffic congestion in peripheral neighborhoods. The Town's General Plan update will focus in more detail on potential mixed-use developments and redevelopment opportunities close to shopping and transit.

High Potential Housing Sites

Three sites have been identified in the Housing Element as having the potential to attain planning approvals for a significant number of affordable housing units in the near term (see Table 21). This potential is based on the properties' availability for development, land use designations, ownership, size and other physical characteristics and relative lack of environmental constraints. The Town will take actions to promote the development of affordable housing on these high potential sites by the year 2006. At a minimum, the Town will initiate rezoning with appropriate housing overlay districts to reduce constraints and provide incentives for development. This is expected to be done by November, 2002, with the impacts of these initiatives assessed in the Housing Element EIR.

Table 21: Summary of Corte Madera Housing Element Programs and Housing Needs (January, 1999 to June, 2006)

	Very Low Income	Low Income	Moderate Income	Above Moderate Income	Total
Regional 'Fair Share' Housing Need	29	17	46	87	179
Housing Units Built or Approved (1999-2001)	6	5	2	114	127
Remaining Need (2002-2006)	23	12	44	-27	52
Miscellaneous Housing Element Programs					
Legalize Existing Illegal Second Units*	1	0	3	0	4
New Second Units in Existing Areas*	4	0	8	0	12
New Second Units (New Development)*	4	0	6	0	10
Small (Infill) Mixed Use Housing**	0	0	4	0	4
Program for Teacher Housing	10	15	0	0	25
Single Family Homes	0	0	0	20	20
Subtotal from Miscellaneous Housing Programs	19	15	21	20	75
Housing from "High Potential" Sites					
Wornum Drive Extension	10	5	10	0	25
San Clemente Drive/Paradise Drive Area	15	10	25	0	50
Old Corte Madera Square Area	0	0	20	0	20
Subtotal Housing from "High Potential" Sites	25	15	55	0	95
Total Units Anticipated	50	35	78	134	297
Regional 'Fair Share' Housing Need	29	17	46	87	179
Pecent of ABAG Need Expected to be Met	172%	206%	170%	154%	166%

*Assumes 33% of second units rented at $0 rents

**Assumes market rate rents are affordable to moderate income households

Source: Town of Corte Madera Environmental Services Department

Wornum Drive Extension
Ownership: Town of Corte Madera
Area Size: Approximately 1.4 acres.
General Plan, Zoning and Uses: Low Density Residential General Plan designation. POS-Parks, Open Space zoning. Currently undeveloped.
Topography and Environmental Constraints: Flat with approximately 0.4 acres of poorly developed salt marsh wetlands. The presence of wetlands on the site limits the development potential
Potential Units: Up to 25 small housing units (25 units in the Housing Element timeframe).

San Clemente Drive / Paradise Drive Area
Ownership: Private
Area Size: Approximately 3.5 acres.
General Plan, Zoning and Uses: Commercial Services General Plan designation. C-4 Commercial zoning. Currently one parcel contains a lumberyard, and the other two parcels are undeveloped.
Topography and Environmental Constraints: Flat with no significant environmental constraints.
Potential Units: Up to 78 housing units (50 units in the Housing Element timeframe).

Old Corte Madera Square Area
Ownership: Private
Area Size: Approximately 25 acres.
General Plan, Zoning and Uses: Residential and commercial General Plan designations. R-1, R-2, C-1 zoning. A mix of single-family homes, apartments and local-serving retail.
Topography and Environmental Constraints: flat to gently rolling. No significant environmental constraints in this built up area.
Potential Units: 20 housing units within the Housing Element timeframe.

Old Corte Madera Square

Old Corte Madera Square represents an opportunity to re-conceptualize a neighborhood by mixing affordable housing and commercial uses. The area is centrally located, on public transportation lines and near shopping and services. Intensification of development in the neighborhood would not only fulfill affordable housing goals, but also advance other important Town interests in that area.

In accordance with the current General Plan Update discussions, this area could fulfill many future Town goals, such as creating a Town center or focal point, increasing the residential and economic vitality of the area, and redeveloping it, recognizing other potential sites in close proximity to Old Corte Madera Square that could become available in the future (the post office site), or are currently undeveloped (County-owned vacant land, formerly a railroad right-of-way).

Potential Housing Resource Sites

"Resource sites" are sites or areas which may contribute to meeting the Town's housing needs in a variety of ways, such as with second units, payment of in-lieu housing fees or development of affordable housing. Some of these sites are large properties with significant constraints to development, such as environmental considerations or ownership issues that may be accommodated in the future with innovative planning.

Due to the constrained nature of these sites, they may or may not be developed during the planning period of this Housing Element, which is through the year 2006. Nevertheless, given the potential, it is important to the Town that these sites be identified and viewed as potential opportunities should conditions change or opportunities be presented. An example might be the DMV or Post Office sites, which are uncertain in terms of their availability during the timeframe of this Housing Element, but which still could become opportunities even before 2006. Table 22 provides a summary of Housing Resource sites.

Table 22: Summary of Potential "Housing Resource Sites"

	Very Low Income	Low Income	Moderate Income	Above Moderate Income	Total
Madera Bay Park	20	15	30	63	128
Old Corte Madera Square Area (Remainder)*	0	0	10	10	20
Corporation Yard	10	5	10	0	25
Robin Drive	0	0	0	15	15
Subtotal Potential from "Housing Resource Sites"	**30**	**20**	**50**	**88**	**188**

*Assumes a high percentage of rentals are at market rate rents affordable to moderate income wage earners

Source: Town of Corte Madera Environmental Services Department

In the meantime, the Town will make reasonable efforts to facilitate the development of these properties including accepting and processing applications for General Plan amendments and rezoning for multi-family housing. The General Plan update will also examine potential sites for mixed use housing and other types of the housing.

Madera Bay Park
Ownership: Private
Area Size: 6 acres; approximately 5.2 acres available for development.
General Plan, Zoning and Uses: Office General Plan designation. O-Professional and Administrative Office zoning. Currently undeveloped.
Topography and Environmental Constraints: Flat with environmental constraints including proximity to wetlands, bay mud and limited access.
Potential Units: Up to 128 housing units.

Corte Madera Corporation Yard
Ownership: Town of Corte Madera.
Area Size: Approximately 1.25 acres.
General Plan, Zoning and Uses: Public/Semi Public General Plan designation. Public/Semi Public zoning. Currently developed with Town of Corte Madera corporation yard.
Topography and Environmental Constraints: Flat topography. There are no known environmental constraints, however it will be necessary to secure a replacement site before the corporation yard can be redeveloped for housing.
Potential Units: Up to 25 multi-family housing units.

Robin Drive
Ownership: Private
Area Size: 15+ acres.
General Plan, Zoning and Uses: Medium Density Residential and Open Residential General Plan designation. R-1, Medium Density and R-1-C, Open Residential zoning. HLC, Hillside Land Capacity Overlay District. Currently undeveloped.
Topography, Environmental and Zoning Constraints: Steep to gently rolling with some flat areas. The topography is an environmental and zoning constraint. The HLC Overlay zone limits the allowed density based on the severity of slopes on the property. Slope conditions limit this property to 15 house lots. Other environmental issues include geotechnical conditions, traffic and safety constraints and school capacity.
Potential Units: Up to 15 single-family detached housing units, with 7-8 second units based on proposed policies in the Draft Housing Element.

A Framework for Action

Corte Madera's Housing Vision, Goals and Objectives

The Vision for Housing in Corte Madera

Visioning is a way of looking at the future. Instead of focusing only on today's issues and concerns, visioning jumps to a point in time in the future (in our case the year 2020) to help us define what we want to achieve and what we value. The *"Vision for Housing in Corte Madera,"* presented below, helps us to understand what we value, and to take a positive, constructive look at our community and how housing fits into our future. With a clearer idea of what it is we want our community to be like in the future, we can have a better idea of what housing strategies can help us get there.

Vision for Housing in Corte Madera

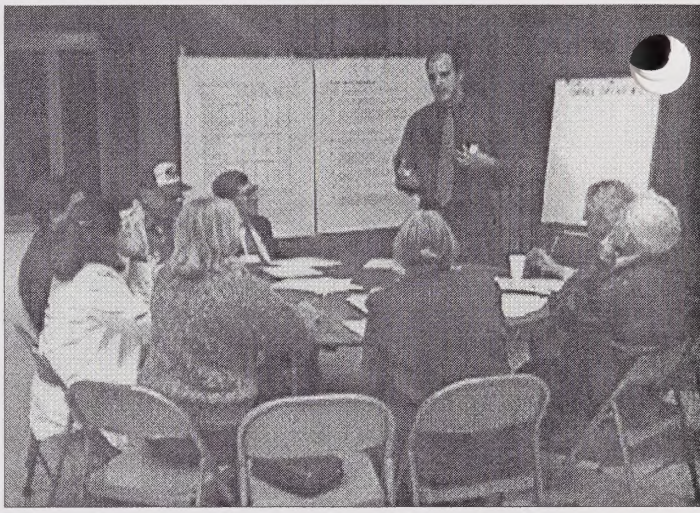
In the Year 2020, we have preserved and enhanced what we have for so long appreciated about Corte Madera — the look and feel of our small town and our heritage, our sense of community, green space, openness, beauty, art, our vital and diverse businesses, and adequate services. We have created a "heart of town" in the Old Corte Madera Square/Menke Park area and there are village-like nodes and gathering places near transit, shopping, and services. We have improved transit and access throughout town, including bikeways, sidewalks, walking links, shuttle bus, etc. -- where cars are less dominant.

We value the following about housing in Corte Madera:

1. People can live, work and play here.
2. We have housing choices to fit different needs. We have built second units and we have mixed use developments along some of our streets, within commercial areas, and near transit.
3. We have maintained the age and economic diversity of our population. We are socially integrated and our children can still live here. We value human dignity and our cultural and economic diversity.
4. There is creativity in design and types of housing. Buildings are well-designed, utilizing high quality materials.
5. We have support systems and housing in place to help the disenfranchised (homeless, elderly, disabled, and others in need).
6. Green space has been preserved throughout the Town and environmentally sensitive areas and the coastline have been sustained. The natural environment is beautiful and fragile natural systems work well.
7. Our town is friendly, with lots of civic pride, tradition, interaction and community involvement.
8. There is coordination with other jurisdictions to address important housing issues in creative and effective ways.

Housing Goals

The Town of Corte Madera is committed to working with other agencies and non-profit organizations to maximize affordable housing opportunities. It is also important to ensure a fit of new housing with Corte Madera's long-standing commitment to maintain and enhance the high quality of its residential and commercial neighborhoods. The Housing Element strives to achieve the following goals:



■ ENSURE THE TOWN'S COMMITMENT TO MEETING HOUSING NEEDS. Establish and monitor goals, policies, and programs to address the Town's housing needs; encourage public participation in all housing policy matters; provide incentives for affordable housing; and promote equal housing opportunities.

■ PROTECT AND ENHANCE EXISTING HOUSING, COMMUNITY CHARACTER, AND RESOURCES. Maintain the high quality of existing housing and community character, and assure energy efficiency in new and existing housing.

■ PROVIDE NEW HOUSING AND ADDRESS AFFORDABLE HOUSING AND OTHER SPECIAL NEEDS HOUSING. Ensure excellence in architecture and site planning in all new projects, provide a variety of housing types and tenure; meet the Town's fair share of very low, low, and moderate income housing needs; and meet the housing needs of special groups, including the elderly, handicapped, small and large families, single parents and local workers.

Housing Objectives

State law requires the Housing Element to include quantified objectives for the maximum number of units that can be rehabilitated, conserved, or constructed. Policies and programs establish the strategies to achieve these objectives. The Town's quantified objectives are described under each program. Assumptions are based on past program performance, construction trends, land availability, and future program funding. The Town's housing policies and implementing programs are grouped by the *housing objectives* described on the next page. Policies and implementing programs are then further grouped by the topics listed under each objective.

Corte Madera Housing Element Objectives

Housing Objective 1

- Work Together to Achieve the Town's Housing Goals
  - *Sense of Community and Creation of Successful Partnerships*
  - *Equal Housing Opportunities*

Housing Objective 2

- Maintain and Enhance Existing Housing and Blend Well-Designed New Housing into Existing Neighborhoods
  - *Housing Design*
  - *Existing Housing and Neighborhoods Preservation*

Housing Objective 3

- Use Land Efficiently to Meet Housing Needs and to Implement 'Smart' and Sustainable Development Principles
  - *Housing and Jobs Linkage*
  - *Variety of Infill Housing Choices*
  - *Transit-Oriented Development*
  - *Mixed Use Housing*
  - *Long-Term Affordable Housing*
  - *Residential Inclusionary Housing*
  - *Second Dwelling Units*

Housing Objective 4

- Provide Housing for Special Needs Populations that is Coordinated with Support Services
  - *Special Needs Housing*
  - *Special Needs Support Programs*

Housing Objective 5

- Build Local Government Institutional Capacity and Monitor Accomplishments to Respond Effectively to Housing Needs
  - *Funding for Housing*
  - *Effective Implementation and Monitoring*

Housing Policies and Implementing Programs

1.0 WORK TOGETHER TO ACHIEVE THE TOWN'S HOUSING GOALS

Sense of Community and Creation of Successful Partnerships: Enhance our sense of community by identifying shared responsibilities from all sectors within the community (government, business, neighborhoods, non-profits, etc.) that effectively address the Town's housing needs.

H1.1 **Local Government Leadership.** Affordable housing is an important Town priority, and the Town will take a proactive leadership role in working with community groups, other jurisdictions and agencies, non-profit housing sponsors, and the building and real estate industry in following through on identified Housing Element implementation actions in a timely manner.

H1.2 **Community Participation in Housing and Land Use Plans.** The Town will undertake effective and informed public participation from all economic segments and special needs groups in the community in the formulation and review of housing and land use issues.

H1.3 **Neighborhood Responsibilities within Corte Madera.** The Town will seek ways, specific to each neighborhood, to provide additional housing as part of each neighborhood's fair share responsibility and commitment to help achieve community-wide housing goals. This may range from in-lieu fees and second units, to new housing construction.

H1.4 **Neighborhood Meetings.** Developers of any major project will be encouraged to have neighborhood meetings with residents early in the process to undertake problem solving and facilitate more informed, faster and constructive development review.

H1.5 **Inter-Jurisdictional Strategic Action Plan for Housing.** The Town will coordinate housing strategies with other jurisdictions in Marin County as appropriate to meeting the Town's housing needs.

Implementing Programs

■H1.A **Establish Neighborhood Meetings Procedures.** Adopt Neighborhood Meeting Procedures that will encourage developers to have neighborhood meetings with residents early on as part of major development application process.

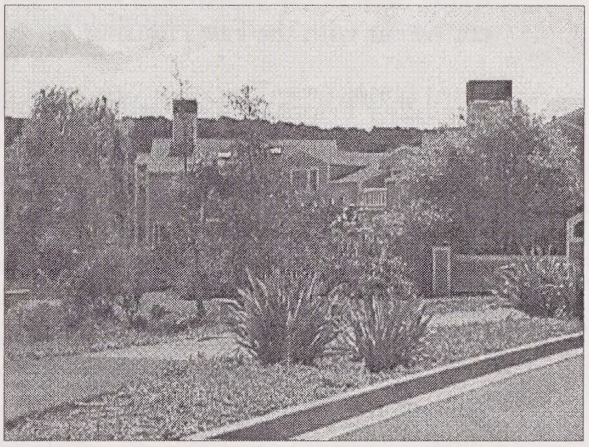
Responsibility: *Environmental Services Department.*
Financing: *Staff time.*
Objectives: *Adopt procedures for neighborhood meetings.*
Timeframe: *December, 2002; implement starting in 2003.*

■H1.B **Prepare Information and Conduct Outreach on Housing Issues.** Coordinate with local businesses, housing advocacy groups, neighborhood groups, and the Chamber of

Commerce and participate in the Marin Consortium for Workforce Housing in building public understanding and support for workforce and special needs housing.

Topics

a. Housing needs.
b. Housing programs (second units, rental assistance, rental mediation, rehabilitation loans, etc.).
c. Fair Housing laws.
d. Second Unit Programs.
e. Town Anti-Discrimination Ordinance.



Activities

a. Provide written material at public locations (including social service centers and at public transit locations, where feasible) and on the Town's website.
b. Provide information to real estate professionals, property owners and tenants on their rights, responsibilities, and the resources available to address fair housing issues.
c. Work with local non-profit and service organizations to distribute information to the public.
d. Using materials from the Marin Housing Workbook and Corte Madera Housing Element, provide information to improve awareness of housing needs, issues and programs (e.g., Powerpoint presentations; display; pamphlets; and facts sheets).
e. Fair Housing in-service training, press releases, direct contact with interest groups, and posting of fair housing laws, contacts and phone numbers.

Responsibility: *Environmental Services Department; Town Council; and County Housing Assistance Team (HAT).*
Financing: *Staff time; the Town may use funding sources such as Community Development Block Grant (CDBG) funds and Town-generated affordable housing funds to implement this program.*
Objectives: *Handouts, Town website, and presentation material.*
Timeframe: *June, 2003; ongoing thereafter.*

■H1.C **Collaborate in an Inter-Jurisdictional Strategic Action Plan for Housing.** Work toward implementing, whenever possible, agreed-upon best practices, shared responsibilities and common regulations to efficiently and effectively respond to housing needs within a countywide framework. The Strategic Action Plan program should be coordinated by the Marin County Affordable Housing Strategist and be available to assist participating cities and towns.

Responsibility: *Environmental Services Department; Town Council; HAT.*
Financing: *Staff time.*
Objectives: *Coordination with other jurisdictions on housing matters.*
Timeframe: *2002 and then ongoing activities starting in 2003.*

Equal Housing Opportunities: Promote equal housing opportunities for all persons and assure effective application of Fair Housing law.

H1.6 **Equal Housing Opportunity.** To the extent possible, the Town will ensure that individuals and families seeking housing in Corte Madera are not discriminated against on the basis of race, color, religion, marital status, disability, age, sex, family status (due to the presence of children), national origin, or other arbitrary factors, consistent with the Fair Housing Act.

H1.7 **Eligibility Priorities for Deed Restricted Housing.** In order to meet a portion of the Town's local housing need, consistent with ABAG Housing Need Determinations, and as a traffic, economic development and community safety mitigation measure, the Town will provide for targeted marketing and advance notice of deed restricted rental and ownership units in new housing developments, to the extent consistent with applicable fair housing laws, for Town employees, or people working in the Town of Corte Madera or working within a five-mile radius of the Town's boundary.

Implementing Programs

■H1.D **Enforce the Town's Anti-Discrimination Ordinance.** The Town will continue to enforce its Anti-Discrimination Ordinance to prohibit discrimination based on the source of a person's income or the use of rental subsidies, including Section 8 and other rental programs. . The Town will also require non-discrimination clauses in deed-restricted agreements for housing constructed involving Town participation.

Responsibility: *Environmental Services Department; Town Attorney (as needed).*
Financing: *Staff time.*
Objectives: *Post information and assure effective implementation and enforcement of anti-discrimination policies.*
Timeframe: *Ongoing.*

■H1.E **Respond to Complaints.** The Director of Environmental Services is the designated Equal Opportunity Coordinator in Corte Madera with responsibility to investigate and deal appropriately with complaints. The Town will refer discrimination complaints to the appropriate legal service, county, or state agency, or Fair Housing of Marin. If mediation fails and enforcement is necessary, refer tenants to the State Department of Fair Employment and Housing or HUD, depending on the nature of the complaint.
Responsibility: *Environmental Services Department.*
Financing: *Staff time.*
Objectives: *Respond to discrimination complaints.*
Timeframe: *As needed.*

2.0 MAINTAIN AND ENHANCE EXISTING HOUSING AND BLEND WELL-DESIGNED NEW HOUSING INTO EXISTING NEIGHBORHOODS

Housing Design: *Assure that new housing is well-designed to enhance our neighborhoods and community as a whole.*

H2.1 **Housing Design Process.** The Town will review proposed new housing to achieve excellence in development design in an efficient process.

H2.2 **Design that Fits into the Neighborhood Context.** It is the Town's intent that neighborhood identity and sense of community will be enhanced by designing all new housing to have a sensitive transition of scale and compatibility in form to the surrounding area.

H2.3 **Housing Design Principles.** The intent in the design of new housing is to provide stable, safe, and attractive neighborhoods through high quality architecture, site planning, and amenities that address the following principles:

a. **Reduce the Perception of Building Bulk.** In multi-unit buildings, require designs that break up the perceived bulk and minimize the apparent height and size of new buildings, including the use of upper story stepbacks and landscaping. Create multi-family buildings that have the appearance of gracious single family homes. Windows and doors, for example, are an important element of building design and an indicator of overall building quality

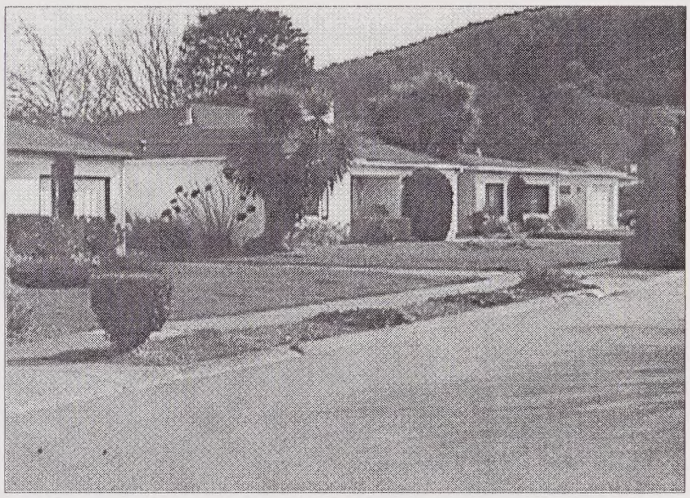
b. **Recognize Existing Street Patterns.** Incorporate transitions in height and setbacks from adjacent properties to ensure development character and privacy. Design new housing so that it relates to the existing street pattern and creates a sense of neighborliness with surrounding buildings.

c. **Enhance the "Sense of Place" by Incorporating Focal Areas.** Design new housing around natural and/or designed focal points, emphasized through direct pedestrian/pathway connections. Respect existing landforms, paying attention to boundary areas and effects on adjacent properties.

d. **Minimize the Visual Impact of Parking and Garages.** Discourage home designs in which garages dominate the public façade of the home (e.g. encourage driveways and garages to be located to the side of buildings and recessed, or along rear alleyways or below the building in some higher density developments).

e. **Use Quality Building Materials.** Building materials should be high quality, long lasting, durable and energy efficient.

Implementing Programs



■H2.A Update Housing Design Review Criteria. Update design principles and guidelines that will establish effective, consistent development review criteria for use by applicants, the community, staff and decision-makers. Review and modify the Design Review Process to consider the following items:

a. Clearly define the purview and purpose of "design review" issues, the process and decisions.
b. Create a simple and streamlined process for non-controversial projects.
c. Define neighborhood noticing requirements and identify ways to involve the community early on in the process. *(See Neighborhood Meetings Procedures)*
d. Clarify which types of projects can have final (and exclusive) approval at the design level, either with the Planning Commission or staff, subject to adequate noticing and appeal procedures (such as second units, house additions, etc.).
e. Provide handouts to assist the public, planners and design review participants on the design review process and criteria to be used in reviewing projects.

Responsibility: *Environmental Services Department; Planning Commission; Town Council.*
Financing: *Staff time.*
Objectives: *Revised design review criteria and processing.*
Timeframe: *June, 2003; implement thereafter.*

Existing Housing and Neighborhoods Preservation: Protect and enhance the housing we have and ensure that existing affordable housing "at risk" of conversion to market rates will remain affordable.

H2.4 **Preservation of Residential Units.** The Town will discourage the conversion of residential units to other uses and regulate, to the extent permitted by law, conversion of rental developments to non-residential uses to protect and conserve the rental housing stock.

H2.5 **Condominium Conversions.** Except for limited equity cooperatives and other innovative housing proposals which are affordable to lower income households, the Town will conserve its existing multiple family rental housing by prohibiting conversions of rental developments to condominium ownership unless the effective vacancy rate for available rental units is more than 5%.

H2.6 **Protection of Existing Affordable Housing.** The Town will strive to ensure that affordable housing provided through government subsidy programs, incentives and deed restrictions remains affordable over time, and intervene when possible to help preserve such housing.

H2.7 **Maintenance and Management of Quality Housing and Neighborhoods.** The Town will encourage good management practices and the long-term maintenance and improvement of existing housing. The Town will encourage programs to rehabilitate viable older housing and to preserve neighborhood character and, where possible, retain the supply of very low to moderate income housing.

H2.8 **Community Preservation.** Assure the retention of the single-family character of older residential areas, and protect residents and maintain the housing stock by enforcing housing and other codes for all types of residential units. In selected neighborhoods, as necessary, the Town may undertake aggressive code enforcement combined with community education and possible assistance for housing rehabilitation and maintenance to assure community preservation.

Implementing Programs

■H2.B **Monitor "At Risk" Units.** Identify and monitor assisted properties at risk of conversion to market rates and work with the property owners and/or other parties to ensure that they are conserved as part of the county's affordable housing stock. Identify funding sources and timelines for action, and prepare an ordinance requiring a one-year notice to residents, the Town and the Marin Housing Authority of all proposed conversions of affordable housing units to market rents.

Responsibility: *Environmental Services Department; HAT.*
Financing: *Staff time.*
Objectives: *Protection of at risk housing (conserve the 10 low income units at Casa Madera and Village Green).*
Timeframe: *Ongoing.*

■H2.C **Implement Rehabilitation and Energy Loan Programs.** Coordinate with the Marin Housing Authority and PG&E to make available loan programs to eligible owner-and renter-occupied housing.

Responsibility: *Environmental Services Department; Marin Housing Authority; PG&E.*
Financing: *Staff time.*
Objectives: *Loans provided to rehabilitate very low and low income housing (8 loans in total, with 4 very low income and 4 low income).*
Timeframe: *Ongoing.*

3.0 USE OUR LAND EFFICIENTLY TO MEET HOUSING NEEDS AND TO IMPLEMENT 'SMART' AND SUSTAINABLE DEVELOPMENT PRINCIPLES

Housing and Jobs Linkage: *Promote closer linkages between creating housing opportunities near the workplace and establish commercial, office, industrial and other non-residential use contributions for affordable workforce housing.*

H3.1 **Housing for Local Workers.** Town will strive to provide an adequate supply and variety of housing opportunities to meet the needs of Corte Madera's workforce and their families, striving to match housing types and affordability, with household income.

H3.2 **Contributions for Workforce Housing from Non-Residential Uses.** Local housing needs for local workers must be considered when reviewing non-residential development proposals. The Town will require non-residential uses to contribute to the provision of affordable workforce housing by techniques such as in-lieu fees, provision of housing or other alternatives of equal value.

H3.3 **Employee Housing.** The Town will work with employers developing larger projects (20+ employees) to promote local housing opportunities for their employees and will encourage employers to find ways to provide housing assistance as part of their employee package. Developers of major projects in mixed-use areas will be encouraged to consider and propose housing, if feasible.

Implementing Programs

■H3.A **Complete Commercial/Housing Nexus Study.** In coordination with Marin County, review the Nexus Study (already in draft form) to determine appropriate and possible contributions for affordable housing from residential and non-residential uses, and to document the relationship between job growth and affordable housing needs of various types of development.

Responsibility: *Environmental Services Department; HAT.*
Financing: *Staff time.*
Objectives: *Legal basis for non-residential to housing linkage.*
Timeframe: *September, 2002.*

■H3.B **Review and Update the Job/Housing Linkage Fee Program.** Review the Jobs/Housing Linkage Fee Ordinance with consideration of the following exaction requirements:

a. Set exaction requirements for dwelling units and/or in-lieu fees according to empirically based evidence and comply with all other legal tests.
b. Include affordable housing units within hotels, multimedia centers, office, other commercial, or industrial buildings if feasible (options may include housing on-site, off-site, subsidizing mortgages or rents, in-lieu fee for housing production).
c. Establish the payment into a Housing Trust Fund of in-lieu fees based on a dollar amount per square foot of office, commercial, and industrial building development.

Responsibility: *Environmental Services Department; Town Manager; Town Council.*
Financing: *Staff time.*
Objectives: *Update requirements for non-residential uses.*
Timeframe: *December, 2002.*

■H3.C **Identify Existing Employee Housing Opportunities.** Work with local school districts, public agencies, and existing businesses to seek opportunities for helping their employees find needed housing, such as purchasing or leasing larger facilities to provide local housing opportunities, mortgage buy-downs or subsidies, rent subsidies, etc. Seek the commitment of other organizations, such as the Marin Board of Realtors to have their members encourage employers to address employee housing opportunities.
Responsibility: *Environmental Services Department; Town Manager; HAT.*
Financing: *Staff time.*
Objectives: *Employee housing opportunities provided by local entities.*
Timeframe: *June, 2003.*

■H3.D **Implement Actions for First-Time Homebuyer Programs.** Provide first-time homebuyer programs as funding is available and combine such programs with housing counseling programs.
Responsibility: *Environmental Services Department; Town Manager; Town Council; HAT*
Financing: *Staff time.*
Objectives: *Identification of programs for first-time homebuyers.*
Timeframe: *December, 2003.*

■H3.E **Provide Housing for Teachers.** The Town will initiate discussions among motel and hotel owners in Corte Madera, the schools and non-profit housing sponsors for the acquisition, conversion and/or lease of units for use as long-term, affordable teacher housing. Tasks which the Town will undertake will include, but not be limited to: (1) support necessary to obtain funding commitments from governmental programs and non-governmental grants; (2) assistance in permit processing; (3) possible waiver of fees; (4) use of local funds if available; and (5) contact with transient-occupancy use owners.
Responsibility: *Environmental Services Department; HAT; Town Manager; Town Council.*
Financing: *Staff time.*
Objectives: *Long-term housing units provided (25 total; 10 very low and 15 low income).*
Timeframe: *Initiate discussions among possible program participants by June, 2003; implement thereafter.*

Variety of Infill Housing Choices: *Maintain a diverse population by providing a variety of choices in the type, size, cost and location of new housing and more efficient use of existing housing, including the creative and efficient use of vacant land and the redevelopment of built land within established development areas to support local transit and services, maximize sustainability, and help maintain our environment and open space.*

H3.4 **Diversity of Population.** Consistent with the community's housing goals, it is the desire of the Town to maintain a diversity of age, social and economic backgrounds among residents throughout Corte Madera by matching housing size, types, tenure, and affordability to household needs. Housing opportunities for families with children should not be limited because necessary facilities are not provided on site.

H3.5 **Variety of Housing Choices.** In response to the broad range of housing needs in Corte Madera, the Town will strive to achieve a mix of housing types, densities, affordability levels and designs. The Town will work with developers of non-traditional and innovative housing approaches in financing, design, construction and types of housing that meet local housing needs.

H3.6 **High Potential Housing Opportunity Areas.** Given the diminishing availability of developable land, the Town will identify housing opportunity areas and sites where a special effort will be made to provide workforce and special needs affordable housing. The Town will take specific actions to promote the development of affordable housing units by the year 2006 on these sites (identified in the Implementing Programs). The Town will use the following criteria in selecting Housing Opportunity sites or areas:

a. Adequate vehicular and pedestrian access.
b. Convenient access to transit (or the project must be able to provide transit to meet the needs of the project's prospective residents).
c. Convenient access to neighborhood services and facilities as needed by the prospective residents.
d. Convenient access to neighborhood recreation facilities, or designed to provide adequate recreation facilities on site.
e. Cost effective mitigation of physical site constraints (including geologic hazards, flooding, drainage, soils constraints, etc.).
f. Cost effective provision of adequate services and utilities to the site.
g. Ability to meet applicable noise requirements.
h. Appropriate site size to provide adequate parking; parking requirements should be flexible based on the needs of the project's prospective residents.
i. Finding that development of a specific project on the site will not result in significant adverse cumulative effects, unless the Town adopts a statement of overriding considerations.

H3.7 **Resource Sites for Housing.** Resource sites are sites or areas which have opportunities to contribute to meeting the Town's housing needs in a variety of ways, such as with second units, payment of in-lieu housing fees, or having development potential. Some of these sites are large properties with significant constraints to development, such as environmental considerations or ownership issues that may be accommodated in the future with innovative planning. Due to the constrained nature of these sites, they may or may not be developed during the planning period of this Housing Element, which is through the year 2006. Given this potential and the uncertainties, it is important to the Town that these sites be identified and viewed as a resource.

H3.8 **Retention and Expansion of Multi-Family Sites at Medium and Higher Density.** The Town will protect and strive to expand the supply and availability of multi-family infill housing sites for affordable and workforce housing, will make the most efficient use of these sites in meeting local housing needs, and will strive to make sites competitive for subsidies. The Town will not redesignate or rezone residential land for other uses or to lower densities without redesignating or rezoning equivalent land for higher density multi-family development.

Implementing Programs

■H3.F Facilitate Development at High Potential Housing Opportunity Sites. Undertake a General Plan Amendment, Rezoning and other implementing actions to facilitate the construction of affordable housing at key sites to meet the jurisdiction's "fair share" of the regional housing need for lower income households. Ensure that local affordable housing developments will be competitively positioned to access affordable housing finance sources (such as tax credits and tax-exempt bonds). Specific steps and the schedule (in parenthesis) are as follows:

a. Draft General Plan and Zoning Ordinance Amendments (February, 2002)

b. Conduct environmental review and prepare an EIR for General Plan Amendment, Zoning Ordinance and Rezonings (May, 2002).

c. Certify the EIR (August, 2002).

d. Establish high density residential land use category in the Land Use Element of the General Plan, modify General Plan Land Use designations for specific sites as needed and initiate rezoning the high potential sites to the Affordable Housing Overlay zones, which allow up to 25 units/acre; 31.5 units/acre with a density bonus (November, 2002).

e. Facilitate the development of affordable housing by using funding resources and other means to assist in on-and off-site mitigation that may be required (ongoing).

f. Consistent with CEQA Section 15332 ("Infill Development Projects"), seek opportunities for infill development consistent with the General Plan and zoning requirements that can be categorically exempt from CEQA review (ongoing).

Responsibility: *Environmental Services Department.*
Financing: *Staff time.*
Objectives: *Create procedures, development standards, and other means to facilitate development of designated high potential housing opportunity sites.*
Timeframe: *As shown above.*

■H3.G Implement Actions for Wornum Drive Extension (***High-Potential Housing Opportunity Site)***. Develop up to 25 affordable units on the 1.4-acre former railroad right-of-way that the Town owns directly west of Wornum Drive. Consider emphasizing studio and one-bedroom units and reduced parking requirements in order to maximize the number of households served. Project design shall emphasize enhancement of the pedestrian/bicycle pathway and wetlands protection. The Town will take the following specific actions by the dates shown in parenthesis:

a. **Amend the Land Use Element.** The Wornum Drive extension property is currently designated Low Density Residential on the General Plan Diagram of the Land Use Element. The Environmental Impact Report for the Housing Element shall include an assessment of the impact of redesignating the site to Multi-Family Residential. The Land Use Element and the General Plan diagram shall be amended to designate the site Multi-Family Residential. (November, 2002)

b. **Town Sponsored Rezoning Hearings.** The Town will initiate hearings to rezone the property to the Exclusive Affordable Housing Overlay Zone. (November, 2002)

c. **Request for Proposals.** The Environmental Services Department will prepare and distribute a Request for Proposals (RFP) for a non-profit developer for the Wornum Extension property. (June, 2003)

d. **Partner with a Non-Profit Developer.** Select a qualified non-profit organization to develop the site as an affordable housing project. (August, 2003)

e. **Develop a Concept Plan.** Prepare a concept plan for the property that emphasizes smaller units, wetlands protection and enhancement of the planned trail. (December, 2003)

f. **Negotiate a Development Strategy.** Develop and implement an appropriate strategy for achieving affordable housing on the property. Elements of a strategy include donating the land to the developer and direct financial participation. (February, 2004)

g. **Market Affordable Housing Units.** The Town will oversee marketing the units to assure that Housing Element goals are maximized. (December, 2004)

Responsibility: *Environmental Services Department; Planning Commission; Town Council.*
Financing: *Staff time; Housing Trust Fund.*
Objectives: *Strive to achieve 25 small (studio/one-bedroom) multiple family housing units with maximum affordability (see Table 21).*
Timeframe: *Undertake General Plan amendment and rezoning by November, 2002; complete the other tasks per the schedule above.*

■H3.H Implement Actions for San Clemente Drive Housing Site (*High-Potential Housing Opportunity Site).* Develop up to 50 affordable units on the 3.5-acre San Clemente Drive site. This privately owned property is comprised of two vacant parcels and one parcel containing a lumberyard. The property is part of the area included in the Paradise/San Clemente Area Specific Plan. The Town will take the following specific actions (dates noted in parenthesis) to promote the development of affordable housing on this property by 2006:

a. **Town Sponsored Rezoning Hearings.** The property is currently zoned C-4 Commercial. The Environmental Impact Report for the Housing Element shall include an assessment of the impact of rezoning the property to the Affordable Housing Mixed-Use Overlay (AHMU) zone. The Town will initiate hearings to rezone the property to the Optional Mixed Use Affordable Housing Overlay Zone. (November, 2002)

b. **Offer Development Incentives.** The Town shall offer incentives for affordable housing. The Town may consider Floor Area Ratio or density bonuses for non-residential development in return for affordable units and flexible parking standards. (November, 2002)

c. **Fast Track Processing.** The Town will offer fast track processing with Design Review as the single discretionary permit required for a mixed-use or exclusively residential project that incorporates affordable units. (November, 2002)

Responsibility:	*Environmental Services Department; Planning Commission; Town Council.*
Financing:	*Staff time.*
Objectives:	*Strive to achieve 50 multiple family housing units with maximum affordability (see Table 21).*
Timeframe:	*Undertake rezoning by November, 2002.*

■H3.I Implement Actions for Old Corte Madera Square (*High-Potential Housing Opportunity Site).* Develop up to 20 mixed-use affordable units in smaller in-fill projects in the 6.5-acre Old Corte Madera Square area during the timeframe of the Housing Element. It is estimated that up to about 20 new housing units could be added to the Old Corte Madera Square area in the near-term if the area were rezoned to establish development standards that encourage affordable housing in mixed-use and/or exclusively residential projects. The rezoning should also include standards to protect the historic character of the area. The Town will take the following specific actions (dates noted in parenthesis) to promote the development of affordable housing in the Old Corte Madera Square area by 2006:

a. **Environmental Assessment.** The area is currently zoned C-1 Local shopping district and R-2 Low Density Multiple Dwelling district. The EIR for the Housing Element will include an assessment of the impact of rezoning the area to the Affordable Housing-Optional Overlay Zone. For residential projects that are at least 50 percent affordable, the Overlay Zone would ease development standards, including height, density, and parking. (August, 2002)

b. **Zoning Ordinance Amendment.** The Environmental Services Department will draft an amendment to the Zoning Ordinance to establish an AHO district for Old Corte Madera Square. The AHO district shall include standards to protect and enhance architectural and historic resources in the neighborhood, restrict

inappropriate demolitions, maintain ground floor retail uses and assure compatible design as well as encourage affordable housing. (November, 2002)

c. **Town Sponsored Rezoning Hearings.** The Town will initiate hearings to rezone the area to the Affordable Housing-Optional Overlay zone. (November, 2002)

d. **Offer Development Incentives.** The Town shall offer development incentives and apply zoning standards flexibly as allowed by the AHO district in order to protect neighborhood character and to assure the attainment of affordable housing units. (November, 2002)

e. **Fast track Processing.** The Town will offer fast track processing with Design Review as the single discretionary permit required for a mixed-use or exclusively residential project that incorporates 50 percent or more of the total units as affordable units. (November 2002)

Responsibility: *Environmental Services Department; Planning Commission; Town Council.*
Financing: *Staff time.*
Objectives: *Strive to achieve maximum affordability for 20 units (see Table 21).*
Timeframe: *Undertake rezoning by November, 2002.*

■H3.J Implement Actions for Madera Bay Park (*Housing Resource Site).* This property is currently designated Office on the General Plan Diagram of the Land Use Element. Feasibility studies have shown that the property may support up to 128 multi-family housing units if difficult site constraints can be mitigated including proximity to wetlands, soil conditions and the lack of access. The Town will take the following actions to promote the construction of a residential development on the Madera Bay Park property in which at least 50 percent of the units are affordable. The Town's determination whether to approve such a project will depend on the amount and price range of affordable units provided and the degree to which constraints are mitigated.

a. **Comprehensive Application.** The Town will encourage an application to develop the property with a mix of high density affordable and market rate residential units. In order to facilitate environmental review, the Town will only consider a comprehensive application package that addresses all of the necessary development approvals.

b. **Application to Amend the Land Use Element to Multi-Family Residential.** The Town will consider an amendment to the Land Use Element and the General Plan Diagram to designate the site Multi-Family Residential.

c. **Application to Rezone.** The Town will consider an application to rezone the property to The Affordable Housing – Exclusive housing Overlay Zone (AHE-A).

d. **Flexible Standards.** The Town will consider proposals to ease development standards including building height, setbacks and coverage, parking and open space as an incentive to providing affordable housing.

Responsibility: *Environmental Services Department.*
Financing: *Staff time.*

Objectives: *50% affordability of units, if proposed.*
Timeframe: *Dependent on developer interest.*

■H3.K **Implement Actions for the Corporation Yard (*Housing Resource Site*).** This 1.25-acre property is the Town's Corporation Yard. It is currently designated Public/Semi-Public on the General Plan Diagram of the Land Use Element. The property is a good housing site due to its flat topography, location close to services, transit, schools and the freeway, and ownership by the Town. Other public agencies have similar facilities nearby, suggesting that it may be possible to share one or more sites, thereby making this parcel available for affordable housing. It shall be the policy of the Town of Corte Madera to take initial steps during the planning horizon of the updated Housing Element to redevelop the Corporation Yard as a housing site with at least 15 affordable units. The Town will take the following implementation actions:

a. **Develop a Concept Plan.** The Town will prepare a concept plan for developing and financing affordable housing on the property.

b. **Relocation Study.** The Town will conduct a study and negotiate with agencies that may be able to share corporation yard facilities including the City of Larkspur, the Marin Municipal Water District and the Tamalpais High School District.

c. **Rezoning.** Depending on the outcome of the relocation effort, the Town will rezone the property to the Affordable Housing – Exclusive Overlay Zone (AHE-B).

Responsibility: *Environmental Services Department; Town Council.*
Financing: *Staff time; Housing Trust Fund.*
Objectives: *Strive to achieve 25 small (studio/one-bedroom) multiple family housing units and maximum affordability.*
Timeframe: *Develop a concept plan and schedule by June, 2003.*

■H3.L **Implement Actions for Robin Drive (*Housing Resource Site*).** The Robin Drive property consists of 15.18 acres of sloping hillsides comprised of two irregular oblong portions connected by a narrow strip of land. The property is designated Medium Density Residential and Open Residential on the General Plan diagram of the Land Use Element. Feasibility studies have shown that 15 single family detached units could be built on the property at planned densities. It shall be the policy of the Town of Corte Madera to implement the mandatory second unit requirement on this property.

At the time an application is proposed for residential development on the property, second units shall be required for at least 50 percent of the market rate units. Apply the following standards for requiring second units:

a. Applies to all parcels in excess of 7500 square feet.

b. The 2nd units will be counted as follows: 40% very low income and 60% moderate-income housing based on surveys of second units and the prevailing market conditions in Marin County.

c. The 2nd unit <u>and</u> the main unit will be exempt from the inclusionary requirement (i.e., the requirement to provide inclusionary units or pay an in-lieu fee).

Responsibility: *Environmental Services Department.*
Financing: *Staff time.*
Objectives: *7-8 second units.*
Timeframe: *Dependent on developer interest.*

■H3.N **Review Multi-Family Sites Zoning as Part of the General Plan Update.** The Town will review and amend its multi-family residential standards and procedures in order to assure protection and efficient development of multi-family infill housing sites that are consistent with the Corte Madera General Plan and Zoning Ordinance and appropriate for affordable and workforce housing. Such sites and opportunities may include or consider the following:

a. Land owned by the Town or other governmental agencies (such as school districts).
b. Re-use of underutilized or non-viable commercial sites and, in limited circumstances, industrial sites, to encourage adaptive re-use of vacant buildings with residential or mixed residential and commercial uses.
c. Parking lots.
d. Residentially zoned sites where higher density is feasible or may be accommodated through lot consolidation.
e. A small percentage of sites in single family neighborhoods where duplexes or small multi-family uses would be appropriate.
f. General Plan and Housing Element environmental assessments to expedite processing for infill and affordable housing developments.
g. For key housing opportunity sites/areas, identify specific housing use and design objectives, and then incorporate fast track process provisions for subsequent projects that are consistent with the plan.
h. Identify the mix of uses, minimum density standards, density bonuses, or a percentage of affordable units (sites should be rezoned at sufficient densities to create incentives for housing production within the 5-year timeframe of the Housing Element).
i. Prepare area-wide or specific plan environmental baseline data and assessment of development impacts under maximum development scenarios as a way to assess impacts and required mitigation.
j. Objectives and commitments in the General Plan and specific plans so that project-specific review can focus on site-specific issues such as design.
k. Link plans to CEQA exemptions and expedited review, consistent with CEQA Section 15332.
l. Clear guidelines and incentives for the development of housing in conformance with current State laws and specific ways to streamline processing for subsequent development proposals.
m. Add the following residential density category to section 2.1 of the General Plan: High density Multi-Unit residential (from 10.9 to 31.5 units/gross acre). This higher density multi-unit designation is provided to encourage the development of affordable, workforce housing in Corte Madera. This designation is applied to areas where the developer is providing at least one half of the housing units to be affordable for lower income households. Residentially related uses, such as schools, day care centers, and churches, are allowed in this classification. Lot sizes will range; from a minimum of 8,000 square feet to large acreage parcels which lend themselves to planned unit developments. Estimated population density: 25-70 persons/acre. The Town's AHO (Affordable Housing Optional Overlay) and

AHE (Affordable Housing exclusive Overlay) Zones are consistent with this classification.

n. Table 1, Section 3, of the General Plan is to be revised to reflect a revision in the town's population buildout from 9,045 to the estimated 9,863 total population resulting from the approved projects.

Responsibility: *Environmental Services Department; Planning Commission; Town Council.*
Financing: *Staff time.*
Objectives: *As part of the General Plan Update.*
Timeframe: *December, 2003.*

■H3.N **Review and Update Parking Standards.** Review and update parking standards based on the most up-to-date empirical studies to allow for more flexible parking requirements to help facilitate infill, transit-oriented and mixed use development. Consider the following:

a. Amend Chapter 18.20 of the Zoning Ordinance (Off-Street Parking and Loading) to reduce the parking standard of 2.5 parking spaces for multifamily units with three bedrooms to be consistent with the 2 parking spaces required for single-family homes.
b. Reduce parking requirements for projects near transit.
c. Provide opportunities for shared parking for mixed-use developments.
d. Allow for off-site parking, such as on-street parking or use of public parking to satisfy all or a portion of the parking needs for new housing units, particularly for affordable housing.
e. Establish a landscape parking reserve that is designated for parking if needed in the future.
f. Evaluate opportunities for underground parking and vehicle sharing.
g. Identify instances where it may be appropriate to allow parking standards to be adjusted on a case-by-case basis, depending upon the location and characteristics of the development and its intended occupants.

Responsibility: *Environmental Services Department; Planning Commission; Town Council.*
Financing: *Staff time.*
Objectives: *More flexible parking standards that are reflective of development types.*
Timeframe: *January, 2003.*

Transit-Oriented Development: *Encourage development at maximum densities within an easy walking distance to transit access points — a station or location served by one or more transit lines — where reduced automobile usage and parking requirements are possible. Maximize the use of these limited land resource sites to reduce overall energy, land, water and other costs.*

H3.9 **Transit-Oriented Development Incentives.** The Town will establish land use arrangements and densities that facilitate efficient public transit systems, and will provide incentives for housing developments within an easy walking distance of transit stops, where reduced automobile use and parking requirements are possible.

H3.10 **Regional Transportation/Housing Activities.** The Town will coordinate with regional transportation planning activities, and will facilitate transit-oriented housing development by using the incentives and other means provided through regional transportation plans.

Implementing Programs

■H3.O **Establish Transit Oriented Development (TOD) Zoning Standards as part of the General Plan Update.** Establish standards and procedures in the Zoning Ordinance to promote Transit Oriented Development (TOD), including: (1) a density bonus (up to an additional 25% in excess of the General Plan maximum); (2) parking standards to be established on a case-by-case basis, depending upon the location and characteristics of the development; and (3) height limit bonuses to be established on a case-by-case basis on parts of TOD sites as appropriate if the design fits with other nearby uses and within the neighborhood context.

Responsibility: *Environmental Services Department; Planning Commission; Town Council.*
Financing: *Staff time.*
Objectives: *As part of the General Plan Update.*
Timeframe: *December, 2003.*

■H3.P **Identify and Designate TOD Sites as part of the General Plan Update.** Identify and map potential TOD sites, and undertake General Plan, rezoning and environmental review as necessary to facilitate their development.

Responsibility: *Environmental Services Department; Planning Commission; Town Council.*
Financing: *Staff time.*
Objectives: *As part of the General Plan Update.*
Timeframe: *December, 2003.*

Mixed Use Housing: Encourage housing in largely non-residential areas where residential use is appropriate to the setting and where mixed use projects can be encouraged to address jobs and housing needs.

H3.11 **Mixed Use Housing.** Well-designed mixed use residential/non-residential developments are highly encouraged by the Town where residential use is appropriate to the setting and development impacts can be mitigated. The Town will develop incentives to encourage mixed use development in appropriate locations.

H3.12 **Redevelopment of Shopping Centers.** The Town will promote the development of housing in conjunction with the redevelopment of shopping centers when it occurs.

Implementing Programs

■H3.Q **Expand Mixed Use Development Standards and Incentives as part of the General Plan Update.** Assess impediments and create incentives for mixed use housing development, including changes to zoning and development code standards to make affordable housing development possible in mixed-use zones. Conduct an inventory of available sites and amend the Zoning Ordinance to allow the following in mixed-use projects:

a. Allow for height limit bonuses.

b. Allow flexibility in applying development standards (FAR, lot coverage) based on the location, type, and size of the units, and the design of the development.

c. Encourage housing by allowing the residential component of a mixed use development to be additive rather than within the established FAR for that zone.

d. Allow reduced and shared parking based on the use mix, and allow for reduced parking standards and requirements where sites are located within 0.25 mile of a public transit stop.

e. Allowances for tandem parking and off-site parking leases for affordable housing.

Responsibility: *Environmental Services Department; Planning Commission; Town Council.*
Financing: *Staff time.*
Objectives: *As part of the General Plan Update.*
Timeframe: *December, 2003.*

■H3.R **Conduct a Survey of Potential Mixed Use Sites as Part of the General Plan Update.** Conduct a survey of non-residential sites to identify sites that have the potential for mixed-use development or redevelopment, as follows:

a. Site-selection efforts should be focused on areas located near Old Corte Madera Square, commercial corridors and shopping/neighborhood commercial centers.

b . Analyze current zoning and development standard constraints that limit mixed use development for each potential site.

c. Develop criteria for site identification, such as proximity to transit, commercial services, compatible scale of surrounding development, lack of land use conflicts, and applicability of CEQA Section 15332 ("Infill Development Projects").

Responsibility: *Environmental Services Department; Planning Commission; Town Council.*
Financing: *Staff time.*
Objectives: *As part of the General Plan Update.*
Timeframe: *December, 2003.*

■H3.S **Implement Mixed Use Development Opportunities.** Encourage mixed residential/ commercial uses on those parcels where a mix of uses is feasible and appropriate, consistent with the General Plan, through the following and other means, if appropriate: (1) increased densities; (2) reduced unit sizes; (3) allowances for ground-floor retail; and (4) modifications to parking requirements. The Town will also consider applying the Affordable Housing Optional overlay district to appropriate commercial locations. Continue to permit residential uses as conditional uses in commercial zoning districts (light-industrial district excluded).

Responsibility: *Environmental Services Department; Planning Commission; Town Council.*
Financing: *Staff time.*
Objectives: *4 small mixed use units.*
Timeframe: *June, 2006.*

Long-Term Affordable Housing: Make available sites and incentives for the development of long-term affordable housing.

H3.13 **Density Bonuses and Other Incentives for Affordable Housing Developments.** The Town will use density bonuses and other incentives to help achieve housing goals while ensuring that potential impacts are considered and mitigated. The Town will consider the following possible incentives for developments containing a significant percentage of very low or low income units on-site:

a. **State Density Bonus Law.** Offer density bonuses of 25 percent and at least one other incentive consistent with the State Density Bonus Law (Government Code Section 65915), for developments that include at least: (a) 20 percent of the units for lower-income households; or (b) 10 percent of the units for very low income households; or (c) 50 percent of the units for senior citizens.

b. **Parking:** Sites within 0.25 mile of a transit stop may be permitted up to a 30 percent reduction in parking required by current code, and tandem parking or off-site parking alternatives will also be considered.

c. **Relationship of Density to Floor Area, Height and Lot Coverage:** Provide flexibility in applying development standards (e.g. parking, floor area, setback, height standards), subject to the type of housing, size and unit mix, location and overall design. Additional density, beyond the maximum permitted, may be appropriate where units are significantly smaller and would have less impacts than the market norm. *(For example in a multiple residential zone where the norm is 1,200 square foot two bedroom units, two 600 square foot units may be permitted).*

d. **Facilitating Affordable Housing Development Review.** Affordable housing developments shall receive the highest priority and efforts will be made by staff and decision-makers to: (1) provide technical assistance to potential affordable housing developers in processing requirements, including community involvement; (2) consider project funding and timing needs in the processing and review of the application; and (3) provide the fastest turnaround time possible in determining application completeness.

e. **Reduced Fees.** Waive or reduce fees on a sliding scale related to the levels of affordability, such as a rebate of all planning and building fees for affordable units based on the proportion of such units in the project.

f. **Coordination with Other Agencies.** Coordinate with service providers and other agencies as necessary to create opportunities for the development to be built.

g. **Use of Housing Trust Funds.** Use Housing Trust Funds as appropriate to achieve greater affordability.

H3.14 **Long-Term Housing Affordability Controls**. The Town will apply resale controls and rent and income restrictions to ensure that affordable housing provided through incentives and as a condition of development approval remains affordable over time to the income group for which it is intended. Inclusionary units shall be deed-restricted to maintain affordability on resale to the maximum extent possible (typically in perpetuity or at least 55 years).

Implementing Programs

■H3.T **Enact Density Bonus Zoning and Other Incentives.** Amend the Zoning Ordinance to encourage an increase in the supply of well-designed housing for very low, low and moderate income households. Evaluate the following:

a. Implementing a density bonus program, including establishing simplified density bonus provisions such as offering 2 bonus units for each unit affordable to low income (ownership) or very low income (rental).
b. Possible financially equivalent incentives, such as use of trust fund resources, expedited processing in every department, and waived or reduced fees.
c. Update fee schedules to reduce and/or defer fees to the extent possible for affordable housing, and encourage other agencies to also do so.
d. Establish "fast track" processing procedures, CEQA processing incentives, and other mechanisms to fit with funding requirements and to facilitate desirable affordable housing projects that have a significant portion of their total floor area committed to housing.

Responsibility:	*Environmental Services Department; Planning Commission; Town Council.*
Financing:	*Staff time.*
Objectives:	*Create flexibility for well-designed affordable housing development.*
Timeframe:	*November, 2002.*

■H3.U **Adopt an "Affordable Housing Overlay Zone" Zoning Designation.** Amend the Corte Madera Town Zoning Ordinance to establish affordable housing overlay zones in which residential densities will be substantially increased if a specified level of affordability is achieved. Two types of affordable housing overlay districts should be provided: (1) "exclusive" zones in which affordable housing will be required, and (2) "optional" zones in which incentives will be offered to encourage the provision of affordable housing.

- The AFFORDABLE HOUSING — EXCLUSIVE OVERLAY DISTRICT Zone A (AHE-A) would require residential development projects with a minimum of 50 percent below market rate (BMR) units.
- The AFFORDABLE HOUSING — EXCLUSIVE OVERLAY DISTRICT Zone B (AHE-B) would require residential development projects comprised of only BMR units.
- The AFFORDABLE HOUSING — OPTIONAL OVERLAY DISTRICT Zone (AHO) would permit a mix of affordable housing with both residential and non-residential uses while preserving the character of the Old Corte Madera Square area

➢ The AFFORDABLE HOUSING – OPTIONAL MIXED USE OVERLAY DISTRICT Zone (AHMU) would permit mixed use in commercial areas. Uses permitted and conditionally permitted by the underlying zoning would only be conditionally permitted, and only if at least one-half of the total floor area would be for residential uses.

Specific ideas to be considered in developing these overlay zones include but are not limited to the following:

a. Working with property owners and non-profit housing sponsors to identify ways in which incentives can be provided for affordable housing to be constructed, including use of local funding sources.

b. Requiring 100% affordable housing proposals to include a minimum of 30 percent very low, 15percent low and 55 percent moderate income housing units to qualify for the benefits of the overlay zone. Overlay zones that allow less than 100 percent of the units to be affordable should require affordable units on a prorated basis from this minimum. Above moderate income market rate units should not exceed 50% of the total number of moderate income rental units counting as market rate units.

c. Affordable ownership and rental units shall be deed-restricted for a period of not less than 55 years to ensure affordable resale and rents.

d. Allow multifamily development of commercial sites.

e. Waive some, or all, local fees.

f. Target a percentage of units for special needs populations.

g. Provide flexibility in applying development standards (e.g. parking, setback, height), subject to type of housing, size and unit mix, location and overall design review (including a public hearing).

Responsibility: *Environmental Services Department; Planning Commission; Town Council.*
Financing: *Staff time.*
Objectives: *Create incentives for affordable housing.*
Timeframe: *November, 2002.*

■H3.V **Link to Funding Resources.** Establish specific uses of housing funds and/or land donations generated through the inclusionary housing program. As appropriate, specific sites will be designated where affordable housing will be required through zoning (through Affordable Housing Overlay zoning) and provide incentives and other means to make that development happen.

Responsibility: *Environmental Services Department; Town Manager; Town Council.*
Financing: *Staff time.*
Objectives: *Update procedures and operating guidelines.*
Timeframe: *December, 2003.*

Residential Inclusionary Housing: *Strengthen residential inclusionary requirements and incentives to require affordable housing as part of market rate projects.*

H3.15 **Inclusionary Housing Approach.** To increase workforce affordable housing construction, the Town will require residential developments involving one or more units to provide a percentage of units or an in-lieu fee for very low, low and moderate income housing. The units provided through this policy are intended for permanent occupancy and must be deed restricted, including but not limited to single family housing, multi-family housing, condominiums, townhouses, locally approved licensed care facilities, stock cooperatives or land subdivisions.

H3.16 **Income Levels.** Inclusionary zoning requirements will target very low or low income rental units and low or moderate income ownership units.

H3.17 **Options for Meeting Inclusionary Requirements.** The primary intent of the inclusionary requirement is the construction of new units on-site, with the focus being multi-family housing developments with deed restrictions to support long periods of affordability. Second priority for meeting inclusionary requirements shall be the construction of units off-site or the transfer of land and sufficient cash to develop the number of affordable units required within the same community or planning area. If these options are not practical, then other alternatives of equal value such as in-lieu fees or rehabilitation of existing units may be considered.

H3.18 **Payment of In-Lieu Fees.** Payment of in-lieu fees will only be accepted when it is determined that transfer of land and/or dedication of units would provide fewer affordable housing units than could be obtained by the expenditure of in-lieu fees on affordable housing development within the planning area. Fees paid in-lieu of providing units on site shall be of a value proportionally equivalent to the number of units required to be provided. The amount of the fee shall be established by a schedule that is periodically reviewed and updated by the Town Council.

Implementing Programs

■H3.W **Revise Inclusionary Housing Regulations.** Amend the Zoning Ordinance to include Inclusionary Housing requirements for residential projects, including development of specific income targets and in-lieu fee formula. Guidelines for development of an inclusionary program need to meet specific legal tests, but should include consideration of the following:

a. Establishment of an in-lieu fee for residential projects involving one to six units.

b. All residential projects of 7 to 12 units will be required to provide units at a rate of 15 to 20 percent affordable.

c. All residential projects of 12 or more units will be required to provide units at a rate of at least 20 to 25 percent affordable.

d. Some flexibility is desirable in implementing this program, depending on the size of units (number of bedrooms), affordability, and consideration of very low, low and moderate income housing need.

e. Apply inclusionary requirements to licensed care facilities.

f. Payment of in-lieu fees, or for fractional unit requirement, shall be at a rate adequate to create the affordable units off-site.

Responsibility: *Environmental Services Department; Planning Commission; Town Council.*
Financing: *Staff time.*
Objectives: *Amend the Zoning Ordinance.*
Timeframe: *November, 2002.*

■H3.X **Work with the Marin Housing Authority.** Continue to implement the agreement with the Marin Housing Authority (MHA) for management of the affordable housing stock in order to ensure permanent affordability, and implement resale and rental regulations for low and moderate income units and assure that these units remain at an affordable price level.

Responsibility: *Environmental Services Department.*
Financing: *Staff time.*
Objectives: *Implement agreements to maintain affordability of deed restricted housing units.*
Timeframe: *Ongoing.*

Second Dwelling Units: Encourage well-designed, legal second units in all residential neighborhoods.

H3.19 **New Second Dwelling Units Approach.** Enable construction of well-designed second units, consistent with parking and street capacity, as an important way to provide workforce and special needs housing.

H3.20 **Second Dwelling Unit Development Standards and Permit Process.** Utilize the following approach for second dwelling unit development standards and processing: (a) limit the size of second dwelling units to maintain affordability; (b) require design review rather than a use permit process for units that meet required standards and guidelines; (c) reduce or eliminate per unit fees in recognition of the small size and low impacts of second dwelling units; (d) allow higher height limits, in limited circumstances and consistent with design policies, to permit units over detached garages, or under garages in hilly areas; (e) provide flexibility in the parking standards for second dwelling units depending on the neighborhood setting; (f) allow for attractively designed and sited detached second dwelling units; and (g) require owner occupancy of either one of the units.

H3.21 **Second Dwelling Units in New Development.** Require some second units (unequal duets) and occasional duplexes as part of new single family subdivision development where four or more new units are proposed.

H3.22 **Legalization of Existing Second Dwelling Units.** Establish an amnesty program for illegal second units which will provide a period of time for owners of un-permitted units to register their units and make them legal.

Implementing Programs

■H3.Y Modify Second Dwelling Unit Development Standards and Permit Process. Continue to allow second dwelling units, and review and modify the following second unit development requirements in the Zoning Ordinance:

a. Establish second dwelling units as a permitted "use by right" when the single family lot, primary structure and second unit meet all of the zoning and building development standards established for the zoning district in which they are located, and adequate traffic safety and parking is available. Second units approved "by right" should be limited in size to a maximum of 700 square feet.

b. Establish the following procedures for all second dwelling unit applications: (1) Require design review for second units that meet performance standards and design guidelines, and allow processing of the application at the staff level; and (2) assure adequate noticing and early neighborhood involvement in the process.

c. Review parking requirements and impact fees to encourage the creation of second dwelling units that will provide long-term very low or low income housing. Off-site, reduced or tandem parking should be considered within one-quarter mile of a transit route.

d. One-third of the new 2nd units will be counted as very low income and two-thirds will be counted as moderate-income housing based on surveys of existing second units and prevailing market conditions in Marin County.

Responsibility:	*Environmental Services Department.*
Financing:	*Staff time.*
Objectives:	*Adoption of procedures and requirements for second units; 12 new Second Units by 2006 (4 very low income and 8 moderate income).*
Timeframe:	*June, 2003.*

■H3.Z Establish an Amnesty Program for Un-Permitted Second Units. Establish an amnesty program for second units that do not have permits in order to increase the legal housing stock while assurances are made of continued affordability of the unit as low income housing, such as agreement to accept Section 8 vouchers or other mechanisms. A specific period of time will be allowed for owners of illegal units to register their units without incurring fines, along with assurances of long-term affordability of the unit and to make them legal.

Responsibility: *Environmental Services Department.*
Financing: *Staff time.*
Objectives: *Adoption of procedures and requirements; 4 legalized moderate income units by 2006 (1 very low income and 3 moderate income).*
Timeframe: *June, 2003.*

■H3.AA **Establish Requirements for New Second units in New Development.** Amend the Zoning Ordinance to establish a mandatory Second Unit requirement based on the following:

a. Apply these requirements in the R-1-A, -B, -C and R-1 residential zoning districts on parcels in excess of 7,500 square feet.
b. As a condition of approval of any parcel map or tentative map, 50% plus one of all parcels created by the land division in excess of 7,500 square feet would be subject to the mandatory second unit requirement. In the even that only one of the new parcels is larger than 7,500 square feet, that lot would be subject to the requirement.
c. Any new unit on any parcel covered by this requirement would be required to build a second unit. A new unit would include any construction that would increase the size of an existing unit or tear-down by 75% or more.
d. Mandatory 2nd units would not be counted for purposes of calculating the inclusionary requirement or development density.
e. The 2nd unit <u>and</u> the main unit would be exempt from the inclusionary requirement (i.e., the requirement to provide inclusionary units or pay an in-lieu fee).

Responsibility: *Environmental Services Department.*
Financing: *Staff time.*
Objectives: *Adoption of procedures and requirements; 10 new Second Units by 2006 (4 very low income and 6 moderate income).*
Timeframe: *June, 2003.*

4.0 PROVIDE HOUSING FOR SPECIAL NEEDS POPULATIONS THAT IS COORDINATED WITH SUPPORT SERVICES

Special Needs Housing: *Provide housing for population groups who require special assistance (special needs groups include: Homeless persons; people with disabilities; the elderly; people with serious illnesses, substance abuse or mental health issues; large families; female-headed households; farmworkers; and other persons in the community identified as having special housing needs.*

H4.1 **Special Needs Groups.** The Town will actively promote development and rehabilitation of housing to meet special needs groups, including the needs of seniors, people living with disabilities, farmworkers, the homeless, people with HIV/AIDS and other illnesses, people in need of mental health care, single parent families, large families, and other persons identified as having special housing needs.

H4.2 **Provision of Affordable Housing for Special Needs Households.** The Town will work with groups to provide opportunities through affordable housing programs for a variety of affordable housing to be constructed or acquired for special needs groups, including assisted housing and licensed board and care facilities.

H4.3 **Density Bonuses for Special Needs Housing.** The Town will use density bonuses to assist in meeting special housing needs, housing for lower income elderly and disabled, consistent with roadway capacity and considering parking needs and neighborhood scale. Senior care facilities, including residential care facilities serving more than six people, shall be treated as residential uses subject to inclusionary housing requirements.

H4.4 **Housing for the Homeless.** Recognizing the lack of resources to set up completely separate systems of care for different groups of people, including homeless-specific services for the homeless or people "at risk" of becoming homeless, the Town will work with other jurisdictions, as appropriate, to develop a fully integrated approach for the broader low-income population. The Town will support countywide programs to provide for a continuum of care for the homeless including emergency shelter, transitional housing, supportive housing and permanent housing.

H4.5 **Housing for Families with Children.** Encourage two-and three-bedroom housing units affordable for lower and moderate income families with children.

Implementing Programs

■H4.A **Assure Good Neighborhood Relations Involving Emergency Shelters and Residential Care Facilities.** Encourage positive relations between neighborhoods and providers of emergency shelters and residential care facilities. Providers or sponsors of emergency shelters, transitional housing programs and community care facilities will be encouraged to establish outreach programs with their neighborhoods. The following actions will be taken:

a. The Environmental Services Department will conduct a study to identify zoning districts where emergency shelters could be allowed subject to the requirement for a Use Permit. The study will include standards for locating shelters and shall include recommended Zoning Ordinance amendments to implement the study findings. Adoption hearings will be conducted.

b. A staff person from the provider agency will be designated as a contact person (with a posted phone number) with the community to respond to questions or comments from the neighborhood.

c. Outreach programs will designate a member of the local neighborhood to the provider's Board of Directors.

d. Neighbors of emergency shelters, transitional housing programs and community care facilities should be encouraged to provide a neighborly and hospitable environment for such facilities and their residents.

Responsibility: *Environmental Services Department.*
Financing: *Staff time.*
Objectives: *Create procedures, development standards, and other means to facilitate development of high potential housing opportunity sites.*
Timeframe: *March, 2003.*

■H4.B **Adaptable Units for the Disabled.** The Town will ensure that new housing developments include units that can be adapted for use by disabled residents.
Responsibility: *Environmental Services Department; Planning Commission; Town Council.*
Financing: *Staff time.*
Objectives: *3% of the units built by July, 2006 (10 units).*
Timeframe: *Ongoing.*

■H4.C **Remove Constraints on Housing for People with Disabilities.** The Town will conduct an evaluation of potential and actual constraints on the development of housing for persons with disabilities. If constraints are found, the Town will remove them barriers to housing access for the disabled with ordinance amendments and policy changes as appropriate. The evaluation will include, but not be limited to, procedures for the approval of group homes, ADA retrofit efforts, noncompliance issues between the zoning ordinance and ADA, and other measures that provide flexibility in the development of housing for persons with disabilities. The following steps will be taken (dates noted in parenthesis):

a. Retain an ADA consultant to conduct an evaluation of the Town's planning procedures to identify governmental constraints on the development of housing for disabled persons. (March, 2002)

b. Consultant completes evaluation. (October, 2002)

c. Ordinance revisions and policy amendments adopted. (April, 2003)

Responsibility: *Environmental Services Department; Planning Commission; Town Council.*
Financing: *$100,000 from the General Fund.*
Objectives: *Ordinance amendments and policy changes to remove barriers to development of housing for the disabled.*
Timeframe: *Amendments adopted by April, 2003.*

Special Needs Support Programs: *Provide housing assistance for special needs and link housing to Health and Human Services programs helping meet the needs of seniors, people with disabilities, homeless and others.*

H4.6 **Rental Assistance Programs.** The Town will continue to publicize and create opportunities for using available rental assistance programs, such as the project-based and tenant-based Section 8 certificates programs, in coordination with the Marin Housing Authority (MHA). The Town will also continue to support the use of Marin Community Foundation funds for affordable housing and continue to participate in the Rebate for Marin Renters program administered through MHA.

H4.7 **Health and Human Services Programs Linkages.** As appropriate to its role, the Town will seek ways to link together all services serving lower income people to provide the most effective response to homeless or at risk individuals by providing a highly responsive set of programs corresponding to the unique needs of all subpopulations which make up the County's homeless population, including adults, families, youth, seniors, and those with mental disabilities, substance abuse problems, HIV/AIDS, physical and developmental disabilities, multiple diagnoses, veterans, victims of domestic violence, farmworkers, and other economically challenged or underemployed workers.

H4.8 **Homesharing.** Encourage shared housing at locations in accord with standards established by the Town for low and moderate income residents without significantly impacting the neighborhood (parking and access).

H4.9 **Emergency Housing Assistance.** Participate and allocate funds, as appropriate, for County and non-profit programs providing emergency shelter and related counseling services.

Implementing Programs

■H4.D **Assist in the Effective Use of Available Rental Assistance Programs.** Develop and implement measures to make full use of available rental assistance programs. Actions include:

a. Requiring that owners of new apartment units accept some Section 8 certificates.
b. Maintain descriptions of current programs to hand out to interested persons.
c. Provide funding support, as appropriate.
d. Coordinate with the Marin Housing Authority on rental housing assistance programs, such as Shelter Plus Care, AB2034, HOPWA, the Rental Assistline, Rental Deposit Program, and Welfare to Work Program.

Responsibility: *Environmental Services Department; MHA; Town Council; Marin Community Foundation.*
Financing: *Staff time.*
Objectives: *Continued use of rental housing programs at current funding levels.*
Timeframe: *Ongoing.*

■H4.E **Engage in Countywide Efforts to Address Homeless Needs.** Actively engage with other jurisdictions in Marin to provide additional housing and other options for the homeless, supporting and implementing *Continuum of Care* actions in response to the needs of homeless families and individuals. Participate and allocate funds, as appropriate, for County and non-profit programs providing emergency shelter and related counseling services.

Responsibility: *Environmental Services Department; Town Council.*
Financing: *Staff time.*
Objectives: *Assist in addressing emergency shelter needs in a comprehensive, countywide manner.*
Timeframe: *Annual participation, as appropriate.*

■H3.F **Create Homesharing and Tenant Matching Opportunities.** Continue the Town's relationship with organizations such as the Marin Housing Authority in implementing the homesharing program. Study the need for single parent shared housing and determine whether there are constraints the Town could remove without adversely affecting single family neighborhoods.

Responsibility: *Environmental Services Department; Town Manager; Town Council.*
Financing: *Staff time.*
Objectives: *Homesharing opportunities for 4 units.*
Timeframe: *June, 2004.*

5.0 BUILD LOCAL GOVERNMENT INSTITUTIONAL CAPACITY AND MONITOR ACCOMPLISHMENTS TO EFFECTIVELY RESPOND TO HOUSING NEEDS

Funding for Housing: *Be aggressive and creative in finding ways to increase ongoing local funding resources for lower income special needs housing.*

H5.1 **Local Funding for Affordable Housing.** The Town will seek ways to reduce housing costs for lower income workers and people with special needs by continuing to utilize local, state and federal assistance to the fullest extent to achieve housing goals and by increasing ongoing local resources.

H5.2 **Coordination Among Projects Seeking Funding.** Ensure access to, and the most effective use of, available funding in Corte Madera by providing a mechanism for coordination among affordable housing developments when they seek funding from various sources. Continue to seek and participate in available federal, state, county, nonprofit, and philanthropic programs suitable for maintaining and increasing the supply of affordable housing in Corte Madera.

H5.3 **Housing Trust Fund.** Continue to implement and augment the Housing Trust Fund for the purpose of creating a permanent source of funding for affordable housing.

Implementing Programs

■H5.A **Continue to Implement the Town's Housing Trust Fund Ordinance and Operating Procedures.** Adopt a Housing Trust Fund Ordinance, specifying that monies paid into the fund will be used to develop or rehabilitate units affordable to very-low and low-income households. Explore other streams of financing to add to or match these funds, and establish administrative guidelines for land acquisition for affordable housing; capital improvements for affordable housing developments; and other implementation actions.

Responsibility: *Environmental Services Department; Town Manager; Town Council.*
Financing: *Staff time.*
Objectives: *Provide funding to facilitate implementation of Housing Element programs.*
Timeframe: *2006.*

■H5.B **Seek Additional Local Sources of Funding.** Develop permanent local sources of funding to support affordable housing, including consideration of:

a. In-lieu fee payments under inclusionary requirements (residential and non-residential developments).
b. Voluntary donations.
c. Increase in the Transient Occupancy Tax (as an alternative, increased revenue from the increase in the number of transient occupancy rooms could be used to support affordable housing).

Responsibility: *Environmental Services Department; Town Manager; Town Council.*
Financing: *Staff time.*
Objectives: *Create additional sources of funding.*
Timeframe: *June, 2004.*

■H5.C **Designate Staff to Generate Local Funding Sources.** Specify that in the next year staff will work with community and elected leaders to identify potential revenue sources, establish funding criteria, and develop administrative procedures for developing and implementing local sources of funding (enhanced by other sources where possible) to support local affordable housing initiatives.
Responsibility: *Environmental Services Department; Town Manager; Town Council.*
Financing: *Staff time.*
Objectives: *Staff resources allocated to generate additional funding for housing.*
Timeframe: *June, 2004.*

■H5.D **Coordinate Funding Among Development Proposals.** Recognizing that limited resources are available from the State and other sources, and accessing such resources is highly competitive, the Town of Corte Madera will participate in efforts to establish administrative procedures to ensure adequate coordination between jurisdictions and development proposals on their various housing activities and funding proposals, ensuring that local projects are competitive for outside funding sources and these resources are used in the most effective manner possible. Potential sources of funding include, but are not limited to:

a. CDBG/HOME.
b. Marin Community Foundation.
c. Applications for mortgage revenue bonds and/or mortgage credit certificates.
d. Housing Trust Fund.
e. Tax Credit Allocation.
f. California Housing Finance Agency (CHFA)

Responsibility: *Environmental Services Department; Town Manager; Town Council.*
Financing: *Staff time.*
Objectives: *Efficient use of available funding for high priority developments.*
Timeframe: *Ongoing.*

Effective Implementation and Monitoring: *Take a proactive approach in sharing resources and making organizational changes to effectively create and respond to opportunities to achieve housing goals. Establish standardized methods (procedures, definitions, responsibilities, etc.) for the effective and efficient management of housing data among all jurisdictions in Marin and to establish a regular monitoring and policy/actions/priorities update process to assess needs achievements on an ongoing basis, and to effectively respond to changing conditions and the changing needs of the population.*

H5.4 **Organizational Effectiveness.** In recognition that there are limited resources available to the Town to achieve housing goals, the Town will seek ways to organize and allocate staffing resources effectively and efficiently to implement the programs of the housing element.

H5.5 **Housing Element Monitoring, Evaluation and Revisions.** The Town will establish a regular monitoring and update process to assess housing needs and achievements, and to provide a process for modifying policies, programs and resource allocations as needed in response changing conditions.

Implementing Programs

■H5.E **Conduct an Annual Housing Element Review.** Develop a process for the assessment of Housing Element implementation through annual review by the Corte Madera Planning Commission and Town Council. Provide opportunities for public input and discussion, in conjunction with State requirements for a written review by July 1 of each year. (Per Government Code Section 65583(3)). Based on the review, establish annual work priorities for staff, Planning Commission and Town Council.

Responsibility: *Environmental Services Department; Planning Commission; Town Council.*
Financing: *Staff time.*
Objectives: *Annual review of the Housing Element.*
Timeframe: *Annually in March of each year, prior to the budget cycle.*

■H5.F **Update the Housing Element Regularly.** Undertake housing element updates as needed, including an update to occur no later than June of 2006, in accordance with State law requirements.

Responsibility: *Environmental Services Department; Planning Commission; Town Council.*
Financing: *Staff time.*
Objectives: *Comprehensive update of the Housing Element.*
Timeframe: *June, 2006.*

■H5.G **Support Establishment of a Countywide Housing Assistance Team (HAT).** Support through coordination and other means, as determined appropriate for the Town, the establishment of a Housing Assistance Team who can advise and assist staff in implementing housing programs and facilitating development of partnerships with affordable housing developers for specific projects. The HAT can consist of a pool of specialists with the following specialties: A local architect, an individual with knowledge regarding underwriting

housing financing and available funding sources, a local community representative who is knowledgeable about local issues.

Responsibility: *Environmental Services Department; Town Council.*
Financing: *Marin County; possible contributions by the Town (Housing Trust Fund).*
Objectives: *Establishment of HAT to assist in program implementation.*
Timeframe: *January, 2003; implementation thereafter.*

■H5.H Support Establishment of a Permanent County "Affordable Housing Strategist" Position. Support through coordination and other means, as determined appropriate for the Town, the establishment of a full-time, permanent County Housing Strategist position with adequate support staffing to work with the Town in creating affordable housing opportunities. The role of the Affordable Housing Strategist and supporting staff will be to implement the recommendations of the Inter-Jurisdictional Strategic Action Plan for Housing and coordinate the HAT, as described above.

Responsibility: *Environmental Services Department; Town Council*
Financing: *Marin County; possible contributions by the Town (Housing Trust Fund)*
Objectives: *Establishment of Affordable Housing Strategist to assist in program implementation*
Timeframe: *January, 2003; implementation thereafter.*

■H5.I Support Establishment of a Countywide Housing Data Clearinghouse. Support through coordination and other means, as determined appropriate for the Town, the establishment of a central housing data clearinghouse, under the Housing Strategist position (see program H5.H above), with up-to-date information on housing conditions in the County (by jurisdiction), best practices, State law, funding opportunities, and related housing information. Procedures for data collection and tracking will need to be established. The data will provide the following information:

a. Annually monitor and evaluate progress by jurisdiction, including residential building activity by housing type and affordability, indicators of housing need, and progress towards meeting housing element program targets.
b. Provide opportunities for sharing successes in implementing affordable housing programs (photos, project and process description, public handouts, etc.).
c. Serve as a resource library on best practice ideas, funding sources, relevant reports and related resources, etc.
d. Provide a basis for annual reports to HCD, as required by State law.
e. Maintain an up-to-date inventory of all subsidized and deed restricted units by jurisdiction in Marin County.
f. Monitor the relationship between housing and employment development by preparing a study which analyzes recent and anticipated types, numbers and incomes of jobs by industry, sets up an ongoing monitoring program, and develops strategies to further address housing and jobs linkages.
g. Monitor the availability and cost of rental units, including second units. The purpose of this reporting is to establish a monitoring system to determine the extent of rent increases occurring within a locality relative to other localities.

Responsibility: *Environmental Services Department*
Financing: *Marin County; possible contributions by the Town (Housing Trust Fund)*
Objectives: *Establishment of data methodologies; effective data collection and monitoring*
Timeframe: *January, 2003; implementation thereafter.*

Summary of Corte Madera Housing Element Implementing Programs

Number	Implementing Program Title	Target Year	Responsible Department or Agency	Very Low Income Units	Low Income Units	Moderate Income Units	Above Moderate Income Units	Total Housing Units
1.0	**Work Together to Achieve the Town's Housing Goals**							
H1.A	Establish Neighborhood Meetings Procedures	2003	ES					
H1.B	Prepare Information and Conduct Outreach on Housing Issues	2003	ES; TC; HAT					
H1.C	Collaborate in an Inter-Jurisdictional Strategic Action Plan for Housing	2002-2003	ES; TC; HAT					
H1.D	Enforce the Town's Anti-Discrimination Ordinance	Ongoing	ES; TA					
H1.E	Respond to Complaints	Ongoing	ES					
2.0	**Maintain and Enhance Existing Housing and Blend Well-Designed New Housing into Existing Neighborhoods**							
H2.A	Update Housing Design Review Criteria	2003	ES; PC; TC					
H2.B	Monitor "At Risk" Units	Ongoing	ES; HAT	0	10	0	84	94
H2.C	Implement Rehabilitation and Energy Loan Programs	2006	ES; MHA; PG&E	4	4	0	0	8
3.0	**Use Our Land Efficiently to Meet Housing Needs and to Implement 'Smart' and Sustainable Development Principles**							
H3.A	Complete Commercial/Housing Nexus Stud	2002	ES; HAT					
H3.B	Review and Update the Job/Housing Linkage Fee Program	2002	ES; TM; TC					
H3.C	Identify Existing Employee Housing Opportunities	2003	ES; TM; HAT					
H3.D	First-Time Homebuyer Programs	2003	ES; HAT; TM; TC					
H3.E	Provide Housing for Teachers	2003	ES; HAT; TM; TC	10	15	0	0	25
H3.F	Facilitate Development at "High Potential" Housing Opportunit Sites	2002	ES; TM; PC; TC					
H3.G	Implement Actions for Wornum Drive Extension (High-Potential Housing Opportunit Site)	2002-2004	ES; PC; TC	10	5	10	0	25

Number	Implementing Program Title	Target Date	Responsible Department or Agency	Very Low Income Units	Low Income Units	Moderate Income Units	Above Moderate Income Units	Total Housing Units
H3.H	Implement Actions for San Clemente Drive Housing Site (High-Potential Housing Opportunit Site)	2002	ES; PC; TC	15	10	25	0	50
H3.I	Implement Actions for Old Corte Madera Square (High-Potential Housing Opportunit Site)	2002	ES; PC; TC	0	0	20	0	20
H3.J	Implement Actions for Madera Bay Park (Housing Resource Site)	2006	ES	*See Housing Element Table 22*				
H3.K	Corporation Yard (Housing Resource Site)	2003	ES; TC	*See Housing Element Table 22*				
H3.L	Robin Drive (Housing Resource Site)	2003	ES	*See Housing Element Table 22*				
H3.M	Review Multi-Family Sites Zoning as Part of the General Plan Update	2003	ES; GPU; PC; TC					
H3.N	Review and Update Parking Standards	2002	ES; PC; TC					
H3.O	Establish Transit Oriented Development (TOD) Zoning Standards as part of the General Plan Update	2003	ES; GPU; PC; TC					
H3.P	Identify and Designate TOD Sites as part of the General Plan Update	2003	ES; GPU; PC; TC					
H3.Q	Expand Mixed Use Development Standards and Incentives as part of the General Plan Update	2003	ES; GPU; PC; TC					
H3.R	Conduct a Survey of Potential Mixed Use Sites as Part of the General Plan Update	2003	ES; GPU; PC; TC					
H3.S	Implement Mixed Use Development Opportunities	2006	ES; PC; TC	0	0	4	0	4
H3.T	Enact Densit Bonus Zoning and Other Incentives	2002	ES; PC; TC					
H3.U	Adopt an "Affordable Housing Overlay Zone" Zoning Designation	2002	ES; PC; TC					
H3.V	Link to Funding Resources	2003	ES; TM; TC					
H3.W	Revise Inclusionar Housing Regulations	2002	ES; PC; TC					
H3.X	Work with the Marin Housing Authorit	Ongoing	ES					
H3.Y	Modify Second Dwelling Unit Development Standards and Permit Process	2003	ES; PC; TC	4	0	8	0	12
H3.Z	Establish an Amnest Program for Un-Permitted Second Units	2003	ES; PC; TC	1	0	3	0	4
H3.AA	Establish Requirements for New Second units in New Development	2003	ES; PC; TC	4	0	6	0	10
4.0	**Provide Housing for Special Needs Populations that is Coordinated with Support Services**							
H4.A	Assure Good Neighborhood Relations Involving Emergency Shelters and Residential Care Facilities	Ongoing	ES					

Number	Implementing Program Title	Target Date	Responsible Department or Agency	Very Low Income Units	Low Income Units	Moderate Income Units	Above Moderate Income Units	Total Housing Units
H4.B	Adaptable Units for the Disabled	2006	ES; PC; TC	2	2	2	4	10
H4.C	Remove Constraints on Housing for People with Disabilities	2003	ES; PC; TC					
H4.D	Assist in the Effective Use of Available Rental Assistance Programs	2006	ES; MHA; TC; MCF	13	11	0	0	24
H4.E	Engage in Count wide Efforts to Address Homeless Needs	Ongoing	ES; TC					
H4.F	Create Homesharing and Tenant Matching Opportunities	2004	ES; TM; TC	1	1	2	0	4
5.0	**Build Local Government Institutional Capacity and Monitor Accomplishments to Respond Effectivel to Housing Needs**							
H5.A	Continue to Implement the Town's Housing Trust Fund Ordinance and Operating Procedures.	2006	ES; TM; TC					
H5.B	Seek Additional Local Sources of Funding	2004	ES; TM; TC					
H5.C	Designate Staff to Generate Local Funding Sources	2004	ES; TM; TC					
H5.D	Coordinate Funding Among Development Proposals	Ongoing	ES; TM; TC					
H5.E	Conduct an Annual Housing Element Review	Annual	ES; PC; TC					
H5.F	Update the Housing Element Regularl	2006	ES; PC; TC					
H5.G	Support Establishment of a Countywide Housing Assistance Team (HAT)	2002	ES; TC					
H5.H	Support Establishment of a Permanent County "Affordable Housing Strategist" Position	2002	ES; TC					
H5.I	Support Establishment of a Countywide Housing Data Clearinghouse	2002	ES					
Total Units to be Conserved		2006		14	22	2	84	122
Total Units to be Rehabilitated		2006		4	4	0	0	8
Total Units Constructed (see Table 21 in the Housing Element)		2006		44	30	76	50	200

ES Environmental Services Department
TC Town Council
PC Planning Commission
TM Town Manager
MHA Marin Housing Authorit
MCF Marin Communit Foundation
TA Town Attorne
GPU General Plan Update
HAT Marin County "Housing Assistance Team" (if created, funded, and implemented at a countywide level)

APPENDICES

Appendix A

Community Participation in the Updated Housing Element

Appendix A: Community Participation in the Updated Housing Element

The Town of Corte Madera has made a diligent effort to achieve public participation of all economic segments of the community in the process of updating the Housing Element. This appendix describes the Town's efforts to achieve full participation by listing and describing all of the public meetings that were held to solicit input during the update process. The date, convening body, purpose of the meeting, and number of speakers are listed for each meeting. Also, the participation of organizations representing low- and moderate-income housing interests is noted for each meeting.

Each of the following meetings was well publicized. In addition to the posting required by law, newspaper advertisements were taken out for each meeting. Newspaper ads were generally large display ads rather than the traditional public hearing legal notice. At each meeting attendees were invited to add their names to the mailing list for the project. The mailing list grew to over 400 names. A mailer was sent to every home in the community inviting residents to attend the March 12, 2002 community workshop.

December 17, 1998

Joint *Town Council/Planning Commission* workshop to take community input on the scope for a preliminary draft of the updated Housing Element.

Speakers: 30

Participating organizations:

Participants were not asked to give their names or the names of the organizations they represented. The Town does not have a list of the organizations that participated in this workshop,

February 25, 1999

Joint *Town Council/Planning Commission* meeting to take community input on a preliminary draft of the updated Housing Element.

Speakers: 40

Participating organizations:

- Marin Consortium for Workforce Housing.
- Housing Committee of the Marin County Commission on Aging.
- League of Women voters
- Marin Family Action

July 13, 1999

Planning Commission meeting to scope the EIR for the draft Housing Element.
Speakers: 10
Participating organizations:

- Marin Consortium for Workforce Housing.
- Marin Family Action.
- St. Patrick's Alliance for Social Justice.
- Marin County Housing Council.
- Marin Housing Authority.
- Legal Aid of Marin.
- California Affordable Housing Law Project.
- Ecumenical Association for Housing.
- Marin Continuum of Housing and Services.

June 27, 2000

Planning Commission hearing on the draft EIR for the updated Housing Element.
Speakers: 7
Participating organizations:

- Marin Housing Council.
- Barbara Collins, Affordable Housing Strategist for Marin County.

July 13, 2000

Planning Commission hearing on the draft EIR for the updated Housing Element.
Speakers: 26
Participating organizations:

- Marin Housing Council.
- Marin Family Action.

March 12, 2002

Joint *Town Council/Planning Commission* meeting to take community input on a revised scope for the updated Housing Element.
Speakers: 20
Participating organizations:

- Marin Association of Realtors Housing Task Force.
- Ecumenical Association for Housing.
- Marin Housing Council

May 28, 2002

Planning Commission workshop on the draft updated Housing Element.
Speakers: 10
Participating organizations:

- Robert Daily, affordable housing developer.
- Thomas Shippsey, affordable housing developer.
- Ecumenical Association for Housing.
- Marin Housing Council.

June 25, 2002

Planning Commission hearing on the draft updated Housing Element.
Speakers: 7
Written Comments: 15 letters.
Participating organizations:

- Robert Daily, affordable housing developer.
- Ecumenical Association for Housing.
- Marin Housing Council.

June 25, 2002

Planning Commission hearing on the draft EIR for the updated Housing Element.
Speakers: 9
Participating organizations:

- Robert Daily, affordable housing developer
- Ecumenical Association for Housing.
- St. Patrick's Alliance for Social Justice.

July 9, 2002

Planning Commission hearing on the draft Housing Element.
Speakers: 12
Participating organizations:

- Robert Daily, affordable housing developer

July 25, 2002

Planning Commission hearing on the draft EIR for the Housing Element.
Speakers: 13
Participating organizations:

- Ecumenical Association for Housing.

July 25, 2002

Planning Commission hearing on the draft Housing Element.
Speakers: 13
Participating organizations:

- Marin Consortium for Workforce Housing.

August 6, 2002

Town Council hearing on the draft EIR and the draft Housing Element
Speakers: 12
Participating organizations:

- Marin Housing Council
- Ecumenical Association for Housing

The EIR was certified and the Housing Element was adopted at this meeting.

August 14, 2002

Town Council hearing on the draft EIR and the draft Housing Element.

Note: after the August 6, 2002 meeting, a technical error was found in the public hearing notice. The Council met briefly on August 14, 2002 to recast their votes to certify the EIR and to adopt the Housing Element. There was no significant public input at this meeting.

Appendix B

Evaluation of the 1989 Housing Element

Appendix B: Evaluation of the 1989 Housing Element

Introduction

The Town's current Housing Element was adopted in 1989. The first step in updating the Housing Element is to conduct a thorough and critical evaluation of the 1989 Housing Element. What worked well? What didn't? And what could be done better? What's missing?

State law requires that three major areas of consideration be addressed through the evaluation process and reflected in the updated Housing Element:

- **Appropriateness of Goals, Objectives, and Policies** (65588(a)(1)). A description of how the goals, objectives, policies, and programs of the updated element incorporate what has been learned from the results of the prior element.

- **Effectiveness of the Element** (65588(a)(2)). A review of the actual result of the earlier element's goals, objectives, policies and programs. The results should be quantified where possible (e.g., rehabilitation results) but may be qualitative where necessary (e.g., mitigation of governmental constraints).

- **Progress in Implementation** (65588(a)(3)). An analysis of the significant differences between what was projected or planned in the earlier element and what was achieved.

Evaluation of Policies and Programs

Policy Issue 1: Inclusionary Housing Requirements

Implementation: The Town has required inclusion of below-market-rate housing as a condition of approval of residential development projects having 10 or more units. The intent has been that below-market-rate (BMR) units would be at scattered locations throughout a proposed development and be of a design and quality consistent with all other units in the development. Specifically, all residential projects of 10 or more units are required to provide below-market-rate (BMR) units at the rate of 10 percent affordable to moderate-income households for projects with densities of 6 units or less per acre and 15 percent affordable for projects with densities greater than 6 units per acre. BMR units should be indistinguishable from the market rate units and one low-income unit may be substituted for two moderate-income units required.

Evaluation: Projects such as Meadowcreek Station, Madera del Presidio, and the Aegis Assisted Living Facility have provided 24 very low income, 16 low income, and 15 moderate-income units over the past 12 years. However, there are few sites remaining, which can deliver at least 10 units.

What Can be Learned: The Town has consistently supported inclusionary housing requirements as part of new residential development. In order for the Town's inclusionary requirements to be effective in the future, changes may be desirable that would increase the percentage requirements for inclusionary units, lower the threshold for when units are

required, and expand "in-lieu" fee requirements down to single dwellings, exclusive of second units. These changes would require amendment to the Zoning Ordinance.

Policy Issue 2: Requirements for Non-Residential Development Projects to Contribute Toward Meeting Housing Needs

Implementation: Since 2000 the Town has required non-residential development projects contribute to helping meet housing needs through in-lieu fees. This requirement was added during the initial work in updating the Housing Element.

Evaluation: Up until the Town adopted an ordinance in 2000, which established a requirement that non-residential development projects contribute to helping meet housing needs through in-lieu fees, this policy was never implemented. However, since adoption, this requirement has been very successful in raising funding for affordable and workforce housing. To date approximately $43,000 has been collected and placed in a Housing Trust Fund account.

What Can be Learned: Continue implementation. Consider other strategies to encourage workforce housing and ways in which local businesses can participate in helping to meet local housing needs. This could include working with employers developing larger projects to seek local housing opportunities for their employees and encouraging employers to find ways to provide housing assistance as part of their employee package. Developers of major projects in mixed-use areas could also be encouraged to consider and propose housing, if feasible.

Policy Issue 3: Long-Term Affordability of BMR Housing Units

Implementation: It has been Town policy to ensure that below-market-rate housing provided as a condition of development approval remain affordable over time to the income group for which it was intended. Agreements are administered through the Marin Housing Authority (MHA) for management of the BMR housing stock in order to ensure permanent affordability.

Evaluation: Long-term affordability in BMR housing is assured through resale controls administered through the MHA. To date, 32 BMR units have been built and are under contracts administered by MHA.

What Can be Learned: Continue to work with the MHA in administering BMR resale agreements. The Town could consider a policy to maintain the affordability of any deed-restricted units to the maximum extent possible (typically in perpetuity or at least 55 years). The Housing Element should include a program to identify and monitor assisted properties at risk of conversion to market rates and work with the property owners and/or other parties to ensure that they are conserved as part of the Town's affordable housing stock. The program could include the identification of funding sources and timelines for action, and preparation of an ordinance requiring a one-year notice to residents, the Town and the Marin Housing Authority of all proposed conversions of affordable housing units to market rate.

Policy Issue 4: Funding for Housing

Implementation: It has been Town policy to encourage use of various sources of financing for affordable housing. This includes seeking and participating in available federal, state, county, non-profit, and philanthropic programs suitable for maintaining and increasing the supply of affordable housing in Corte Madera.

Evaluation: The Town participates in the County's Community Development Block Grant (CDBG) program. The Town has also established a Housing Trust Fund for in-lieu fees collected through non-residential or residential development requirements. Coordination with local developers and non-profits in using available funding sources has been dependent upon developer interest.

What Can be Learned: The Town should continue policy implementation and consider ways to expand the Town's Affordable Housing Fund to be able to respond to opportunities when they arise. The relationship between higher density housing site identification and the competitiveness of projects for tax credits is also a challenge in Corte Madera given limited land and resources to provide affordable housing. Once specific sites have been identified, the Town may want to take on a more proactive role, especially for higher priority housing sites, in working with potential developers in obtaining needed financing.

The Town should continue to work with the Marin Housing Authority, other government agencies, the Marin Community Foundation, for-profit developers and non-profit housing developers, such as Marin Ecumenical Association for Housing, BRIDGE Housing and others, to encourage the use of State and Federal housing program funds and other funds.

The Town should urge local banks to participate in state and federal housing assistance programs.

In addition, the Town can continue to participate in countywide housing activities and support creation of countywide Housing Assistance Team (HAT) as a resource to Town staff and decision-makers in identifying funding sources. A Countywide Housing Assistance Team (HAT) is recommended in the *Marin Housing Workbook* as a way, in part, to provide technical assistance to jurisdictions regarding underwriting housing financing and available funding sources.

Policy Issue 5: Second Units

Implementation: The Town has continued to review proposals for second units consistent with standards that ensure compatibility with the surrounding neighborhood.

Evaluation: The Town has approved 21 second units since 1988 (averaging about 2 per year). This is similar to other Marin County jurisdictions. The Town limits the size of second dwelling units to maintain affordability and requires owner occupancy of either one of the units. A comparison with standards in other jurisdictions in Marin has found that Corte Madera's standards are not overly restrictive. However, incentives and requirement for second units could create more second units, which can also offer a good source of affordable housing given the limited number of sites for multi-family housing in Corte Madera.

What Can be Learned: The Town could consider three different ways to provide second units. First could be through a program to legalize existing unpermitted units. Second would be to establish standards that encourage the addition of new second units in established neighborhoods. Third could be requirements for providing new second units in new development.

The Town could consider such incentives for second units, such as: (a) requiring design review rather than a use permit process for units that meet required standards and guidelines; (b) allowing processing of the application at the staff level; (c) reducing or eliminating per unit fees in recognition of the small size and low impacts of second dwelling units; and (c) providing flexibility in the parking standards for second dwelling units depending on the neighborhood setting.

Policy Issue 6: State Density Bonus Law

Implementation: State Density Bonus law as implemented through policy, dependent upon developer interest.

Evaluation: This policy has been in place in the 1989 Housing Element and would apply to any development which meets the criteria established through State Density Bonus law (Government Code Section 65915).

What Can be Learned: Continue to apply to requirements of State Density Bonus law. A more specific discussion of State Density Bonus law could be included in the Housing Element to clarify how the Town would apply these incentives for affordable housing. The Town may also want to identify sites where density bonuses would be encouraged in order to meet local housing needs.

Policy Issue 7: Conversion of Existing Rental Housing to Condominiums

Implementation: Section 18.08.030(5) of the Corte Madera Zoning Ordinance regulates conversions.

Evaluation: These requirements are being implemented by discouraging any applications because of the historically very low vacancy rate for Corte Madera. No applications have been received or approved by the Town for condominium conversions over the last 12 years.

What Can be Learned: Continue policy implementation. The Town may want to consider allowing exceptions to conversion restrictions for limited equity cooperatives that retain affordability of the units.

Policy Issue 8: Manufactured Homes and Mobile Homes

Implementation: The Town allows manufactured homes and mobile homes on single-family lots, subject to compliance with the same design standards as site-built homes.

Evaluation: As required by State law, the City adopted an amendment to the Zoning Ordinance in 1982 to allow the installation of manufactured housing on permanent

foundations subject to the same zoning regulations which apply to site built housing. A manufactured home was approved and built as a second unit in 2000.

What Can be Learned: Continue policy implementation.

Policy Issue 9: Special Needs Housing

Implementation: The 1989 Housing Element identified special need groups as larger families, female-headed households, the elderly, the disabled, and the homeless. Town policies support construction of affordable units with three or more bedrooms for larger families; provide incentives for senior housing at locations convenient to services; consider proposals for congregate senior housing; set density for senior housing based on traffic and visual impacts; and provide a share of below-market-units for disabled persons and large families.

Evaluation: The Town contributes to the Rebate for Marin Renters program which provides rental assistance to special needs populations. In addition, the Town has adopted an Anti-Discrimination Ordinance to prohibit discrimination based on the source of a person's income or the use of rental subsidies, including Section 8 and other rental programs. The Aegis Assisted Living Facility is providing 118 senior housing units, with 9 of those being for very low and low income residents.

What Can be Learned: The Town should continue to seek ways to address housing for special needs groups as they arise. In particular, higher potential housing sites or sites where the Town has some control over development types could provide opportunities for special needs housing.

Policy Issue 10: Housing Sites and Constraints to Housing

Implementation: The 1989 Housing Element identified six specific housing sites and 100 infill lots with the potential to provide a total of 320 housing units. BMR housing was anticipated to be provided through the Town's inclusionary housing requirements. Thus, of the 320 total units, 17 were anticipated to be BMR units.

Evaluation: Over the past 12 years 24 very low income, 16 low income, and 15 moderate income units have been built, with all of those being BMR units required through the Town's inclusionary requirements. There are few sites remaining which can deliver BMR units under the Town's inclusionary requirements.

What Can be Learned: By establishing a higher density land use category in the Corte Madera General Plan and designating high priority housing sites for higher density multi-family housing, the Town could create opportunities for non-profit and for-profit developers to build affordable housing. Adoption of an "Affordable Housing Overlay Zone" could also create incentives for needed housing.

Policy Issue 11: Residential and Neighborhood Conservation

Implementation: The intent of Town policies have been to maintain Corte Madera's housing stock in sound condition, and to preserve and protect historical and architectural resources

Evaluation: The Town has publicized housing rehabilitation loan programs for low income homeowners and, through inspections, taken actions to prevent poorly maintained properties from blighting their surroundings. The Town has not enacted property maintenance regulations that set reasonable minimum standards necessary to prevent blighting effects and establish a mechanism for enforcement.

What Can be Learned: Continue policy implementation. Identify more specific ways in which the Town can publicize available programs.

Policy Issue 12: Access to Housing

Implementation: The Town has established policies to assure non-discrimination in the housing market including working to ensure that individuals and families seeking housing in Corte Madera are not discriminated against on the basis of age, sex, family structure, national origin or other arbitrary factors.

Evaluation: The Town continues to work with Fair Housing of Marin, which is a civil rights agency that investigates housing discrimination, including discrimination based on race, origin, disability, gender and presence of children. Its caseload consists almost entirely of renters. In 2000, the Town adopted an Anti-Discrimination Ordinance to further implement Town Fair Housing policy.

What Can be Learned: Continue policy implementation and review eligibility priorities for deed restricted housing to ensure consistency with Fair Housing laws.

Policy Issue 12: Energy Conservation

Implementation: Title 24 and publicity for available energy conservation programs.

Evaluation: The Town continues to apply Title 24 energy requirements and makes available pamphlets and other material on energy conservation.

What Can be Learned: Continue policy implementation and identify more specific ways in which the Town can publicize available programs.

Appendix C

Residential Development Approval Process

Appendix C: Residential Development Approval Process

The review and approval process for discretionary permits is frequently a constraint to the development of affordable housing. The following is an analysis of the permit approval process for residential development in Corte Madera. This analysis addresses properties designated by the General Plan for residential development. All properties with residential designations have corresponding zoning; accordingly the rezoning process is not assessed in this analysis. Similarly, the remaining residentially zoned properties are infill lots, and subdivision is not an issue. This appendix also analyzes fees charged by the Town as a potential constraint to the development of affordable housing.

The Development Review Process

With two exceptions discussed in this analysis, a single discretionary permit is required to develop single-family and multi-family housing in Corte Madera – the Design Review Permit. The Planning Commission grants Design Review Permits after a public hearing. No additional discretionary review is required, unless the Planning Commission's action is appealed to the Town Council. The Town Council considers appeals from Planning Commission actions at public hearings. The Design Review process has the following elements and timeline:

Task	Time
• Application filed Project sponsor submits completed application forms, plans, supporting documents and fees. Plans consist of architectural drawings at the schematic level, landscape drawings and grading plans. A geotechnical analysis and/or traffic report may be required as supporting documents.	1 day
• Completeness review The application is circulated to Town departments to determine whether additional information is required, and for recommended conditions of approval	15 days
• Completeness notice Notice sent to sponsor advising that project is complete or is incomplete and additional information is required.	1 day
• Follow-up submittal If the application has been determined to be incomplete, the sponsor will submit follow-up information as requested. The time to complete this task is determined by the project sponsor. If the application was found to be complete, this task is skipped.	varies
• Environmental review The application is reviewed to determine whether the project is exempt from CEQA or if an Initial Study is required. Most projects are found to be exempt. If a Negative Declaration is prepared, environmental review can take the full 6 months allowed by law.	1 day to 6 months
• Staff report A detailed evaluation is conducted and a staff report is prepared	30 days
• Public hearing A public notice is sent 10 days before the hearing to property owners within 300 feet of the project site. The Planning Commission conducts a hearing and takes action to approve or deny the project.	10 days

There are two exceptions that require additional discretionary review. Presently, second units and dwelling units in commercial districts require Use Permits in addition to Design Review. Use Permit applications are processed simultaneously with Design Review applications and follow the same timeline. In unusual circumstances, such as a substandard lot size, a Variance application may be required. Variances are also processed simultaneously on the same schedule as Design Review.

Corte Madera's Design Review ordinance includes the following standards:

- Single-story design is encouraged;
- Natural landforms should be preserved to the maximum extent possible;
- Architecture, especially colors and materials, should be compatible with the site and nearby development;
- Structures should be stepped into hillsides;
- Bay view corridors should be maintained;
- On grassy hillsides, development should follow the contours.
- On wooded slopes, vegetative cover and trees should be protected to the extent reasonably feasible;
- Special standards are required for senior housing including proximity to services; safe ingress and egress; minimal slopes; adequate lighting and ramps; and appropriate passenger loading zones and resting spots.

The Design Review standards are fairly general. Town staff is able to advise and assist applicants in understanding how the guidelines apply to particular properties and the Planning Commission's expectations.

Evaluation

The majority of residential applications that have been received in recent years have been for single-family detached homes. All of these applications have been determined to be categorically exempt from CEQA. Approval times have ranged from six to ten weeks. The primary variable has been the completeness of applications.

The requirement for Use Permits on second units and mixed-use is an unnecessary expense in that all of the issues to be studied and regulated fall within the purview of Design Review permits. Also, clearer design guidelines would lend certainty to the Design Review process.

What can be learned

Changes are warranted to further streamline the process, and to assure timely processing for multi family and affordable projects. The following housing element policies are designed to further streamline the discretionary review process for residential development:

- **H2.A Update Housing Design Review Criteria**
  Although staff is able to effectively guide applicants through the Design review process, especially with regard to the design guidelines, the process will be improved by this policy, which will clarify and update the design guidelines. This policy will also streamline the process by establishing criteria for allowing approval at the staff level for certain residential projects, such as second units.

- **H3.V Adopt an "Affordable Housing Overlay Zone" Zoning Designation**

policy will also streamline the process by establishing criteria for allowing approval at the staff level for certain residential projects, such as second units.

- **H3.V Adopt an "Affordable Housing Overlay Zone" Zoning Designation**
  This policy will result in adoption of the AHMU, Affordable Housing Mixed Use district where housing, including affordable housing, will be allowed by right. This will eliminate the requirement for a Use Permit in commercial districts with this overlay, and will allow housing with a Design Review approval.

- **H3.Z Modify Second Dwelling Unit Development Standards and Procedures**
  This policy will eliminate the requirement for Use Permit applications for second units.

In addition, the Housing Element EIR will be used as the environmental review document for the Design Review applications on the High Potential sites.

Dedications and Fees

Local fees add to the cost of development. However, particularly since the passage of Proposition 13, cities are concerned with the need to recover processing costs. Line item fees related to processing, inspections and installation services are limited by California law to the cost to the agencies of performing these services. The Town of Corte Madera adheres to this mandate by charging time and materials for most application fees (see sidebar). The Town charges a single infrastructure fee, the Traffic Mitigation Fee. Corte Madera does not charge any other capital improvement exactions because the Town's infrastructure is essentially built out.

Table C-1

Fees and Exactions

Planning Fees	
General Plan amendment	time and materials, at cost
Rezoning	time and materials, at cost
Preliminary development plan	time and materials, at cost
Precise development plan	time and materials, at cost
Subdivision	time and materials, at cost
Design review	
Project valued at $50,000 or less	1 times Building Permit Fee
Project valued at $50,000 or more	1.2 times Building Permit Fee
Conditional use permit	$600
Variance	$1,500
Environmental Review	
Initial study/negative declaration	time and materials, at cost
EIR	time and materials, at cost
Building Permit Fees	
The Town of Corte Madera charges the fees set by the Uniform Building Code	
Traffic impact fee	$1,055

Table C-2

Project Data

Dwellings	4800 sf
Carports	960 sf
Construction value	$524,083.00
Fees	
Design review fee	$3,204.00
Building permit fee	$3,204.00
Plan check fee	$2,082.60
Fire sprinkler fee	$274.50
Fire plan check fee	$178.43
Traffic impact fee	$3,940.00
Fee totals	$12,883.53

Table C-2 lists the Town fees to build a 4800 square foot fourplex on a R-2 zoned parcel. Using standard construction cost referenced in the Uniform Building Code, the value of the project for purposes of calculating fees in 2002 would be $524,083. Corte Madera's fees are not a significant constraint to the development of affordable housing for several reasons:

- Except for traffic impact fees, the Town does not have infrastructure fees.
- The ordinance that creates the Traffic impact Fee automatically waives the fee for affordable housing projects.

The cost of affordable housing could be reduced with a policy to waive application fees for affordable units.

What can be learned?
The housing implementation programs, especially zoning regulations, should include provisions to waive Town fees for projects that include affordable housing.

Appendix D

Housing Opportunity Sites

Housing Opportunity Sites

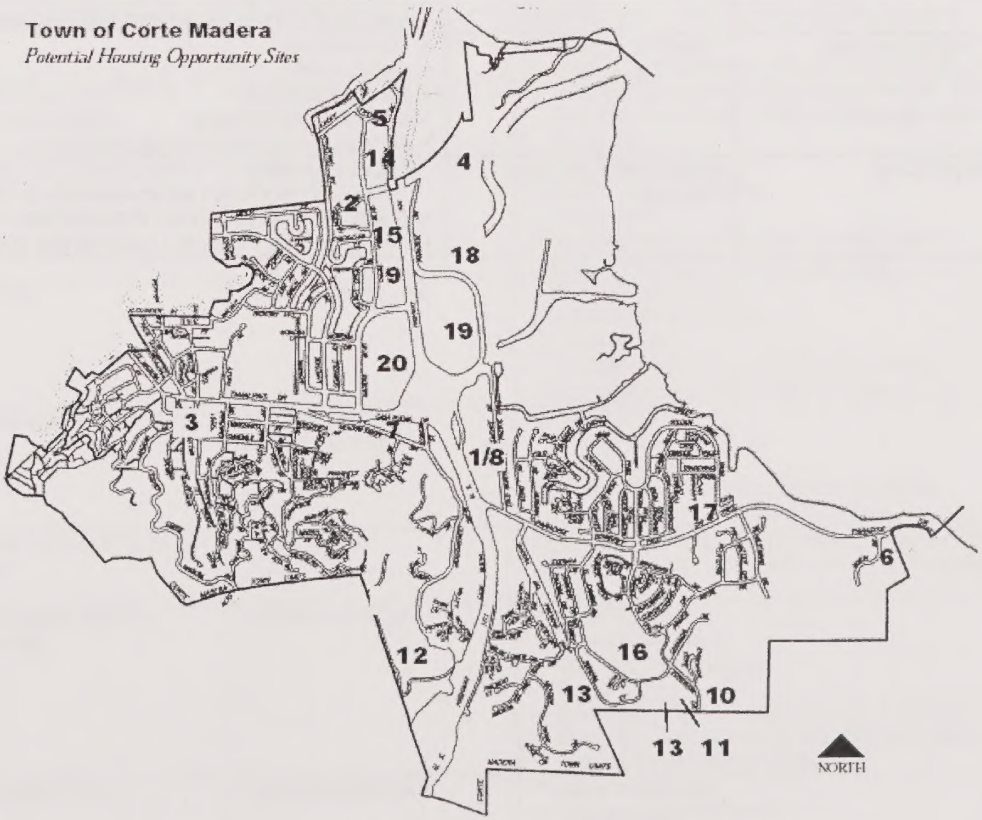
There are few potential housing sites in Corte Madera planned and zoned for multiple family housing. In order to have the potential to meet the ABAG regional Housing Needs for very low, low and moderate income housing (workforce affordable housing), additional sites will be need to be identified where is possible to build multiple family housing at densities which make workforce housing feasible.

The following tables present the various properties in the Town that may have potential to address housing needs. The properties are presented in three categories:

- *High Potential Housing Sites* could be developed with significant amounts of affordable and/or market rate housing within five years, if the appropriate zoning is applied.

- *Housing Resource Sites* may not be immediately available for development. However, each of these is potentially suitable for publicly or privately sponsored redevelopment as mixed use and/or attached housing at both market-rate and affordable price ranges. These properties should be studied in the update of the General Plan Land use element (which is currently underway) to identify regulatory changes that will encourage redevelopment to residential uses. To the extent these properties are not suitable for multi-family house, but are appropriate for a limited number of market rate homes, they may indirectly contribute to housing by paying impact fees.

- *Future Land Use Resources* are either not suitable for multi-family housing or are not expected to be available for development or redevelopment within the next five years. They may be appropriate in the near term for limited numbers of market rate homes or may indirectly contribute to housing by paying impact fees.



1	San Clemente/Paradise Drive Properties	**8**	San Clemente Drive Specific Plan Area	**13**	Schielein Property
2	Wornum Drive Extension	**9**	Hotels/motels	**14**	MMWD Office Property
3	Old Corte Madera Square	**10**	Endeavor Cove	**15**	DMV
4	Madera Bay Park	**11**	Endeavor Drive at Granada Drive	**16**	Granada School
5	Corporation Yard	**12**	Meadowcrest Drive (Boro Property)	**17**	San Clemente School site
6	Robin Drive			**18**	Shoreline Parking Facility
7	Casa Buena Area			**19**	The Village Shopping Center
				20	Town Center

High Potential Housing Sites

Site	Likely Housing Type	Pros and Con's
1. San Clemente/Paradise Drive properties	Attached and/or mixed use	+ Available + An acre or more is undeveloped + Close to services + Infrastructure available + Good access + No significant environmental constraints
2. Wornum Drive Extension	Attached	+ Town-owned + 1.4 acres of flat, undeveloped land + Close to services + Infrastructure available + Good access + No significant environmental constraints
3. Old Corte Madera Square	Mixed use	+ Close to services + Infrastructure available + Good access + No significant environmental constraints + Residential would enhance the vitality of the area. - Availability is unkown - Some properties may have site development problems

Housing Resource Sites

Site	Likely Housing Type	Pros and Con's
4. Madera Bay Park	Attached housing	+ Flat + Non-profit housing provider owns ½ of the site - Difficult to develop due to access problems - Portions of the site are environmentally sensitive
5. Corporation Yard	Attached Housing	+ Town-owned + Good access + Close to services + Infrastructure available + No significant environmental constraints
6. Robin Drive	Single family detached housing	- Traffic constraints - Portions of the site are environmentally sensitive + Suitable for limited number of market rate homes + May be a source of in-lieu housing fees and/or second units

Future Land Resources

Site	Likely Housing Type	Pros and Con's
7, San Clemente Drive Specific Plan Area	Mixed use and attached housing	+ Close to services + Infrastructure available + Good access + No significant environmental constraints - Availability of specific properties is unknown
8. Casa Buena Area	Mixed use and attached housing	+ Close to services + Infrastructure available + Good access + No significant environmental constraints - Availability of specific properties is unknown
9. Hotels/motels	Attached housing	*No specific properties are known to be available at this time. Generally, hotels or motels should offer the following advantages:* + Close to services + Existing building construction may be usable + Infrastructure available + Good access + No significant environmental constraints
10.Endeavor Cove	Single family detached housing	+ Suitable for limited number of market rate homes + May be a source of in-lieu housing fees and/or second unit(s) - Difficult to develop due to slope
11.Endeavor Drive at Granada Drive	Single family detached housing	+ Suitable for limited number of market rate homes + May be a source of in-lieu housing fees and/or second unit(s) - Difficult to develop due to slope and access problems
12.Schielein Property	One single family home	+ Suitable for limited number of market rate homes + May be a source of in-lieu housing fees and /or second unit(s) - Difficult to develop due to slope and access problems
13.Meadow Crest Drive (Boro property)	Single family detached housing	+ Suitable for limited number of market rate homes + May be a source of in-lieu housing fees and/or second units - No access
14, MMWD Office property	Possible mixed use	+ Close to services + Infrastructure available + Good access + No significant environmental constraints - Property is not available at this time
15. DMV	Possible mixed use	+ Close to services + Infrastructure available + Good access + No significant environmental constraints - Property is not available at this time
16.Granada School	Single family and/or attached housing	+ Close to services + Infrastructure available + Good access + No significant environmental constraints - Property is not available at this time
17.San Clemente School site	Public school	*This site is currently rented out for private schools and other uses. It should be reserved for reuse as a public school in the future.*
18.Shoreline Parking Facility	Attached housing	+ Town-owned + Close to services + Infrastructure available + Good access + Environmental constraints due to proximity to wetlands + Currently encumbered by bonded indebtedness which makes it unavailable for housing.
19.Village Center	Possible mixed use	+ Close to services + Infrastructure available + Good access + No significant environmental constraints - Property is not available at this time, but may be available for mixed use development in the future
20.Town Center	Possible mixed use	+ Close to services + Infrastructure available + Good access + No significant environmental constraints - Property is not available at this time, but may be in the future

Appendix E

The Affordable Housing Overlay Zones

The Affordable Housing Overlay Zones

Four new zoning districts are proposesd as overlay zones to encourage the production of affordable housing on designated sites. After certification of the EIR for the Housing Element, the Planning Commission and Town Council will initiate amendments to the General Plan Land Use Element, the Zoning Ordinance text and the zoning map to rezone the High Potential sites. The following analysis explains the overlay zones and their application to the High Potential sites.

The Affordable Housing Overlay Zones

Two types of overlay zones are proposed:

- Two "exclusive" zones in which affordable housing would be required.
- Two "optional" zones in which incentives would be offered to encourage the provision of affordable housing.

Affordable housing projects in these overlay districts would have to assure affordability for at least 55 years with a recorded deed restriction.

The two exclusive zones are titled "AHE-A" and "AHE-B," "Affordable Housing Exclusive Overlay Districts." Both districts have the same purpose: to provide areas "where residential uses that include affordable housing units would be the exclusive use." Said another way, the only uses allowed would be residential projects that include affordable housing. The chief difference between the two districts is that the "A" district will require 50% of the housing to be affordable, and the "B" district will require all of the units to be affordable to very low-, low-, and moderate-income households.

The proposed optional zones are the "AHO" "Affordable Housing Optional Overlay District" and the "AHMU" "Affordable Housing Mixed Use Overlay District." The AHO will allow high-density housing on residential properties where at least 50% of the units are affordable. The AHMU will permit commercial use at a 1.0 FAR for properties that have at least 50% of the floor area in residential use in which at least one half of the units are affordable. Affordable housing will not be mandatory in the optional overlay districts. The developer may build to the densities and standards of the underlying district, or, as an option, take advantage of the more generous standards of the overlay district if affordable housing is provided.

This set of districts will give the Town at least four regulatory options for attracting affordable housing:

AHE-A This district would allow a developer a density of up to 31.5 units per acre; 50% of the units must be affordable. This district would be applied to properties where the developer of market-rate housing requests density greater than the current maximum of 10.9 units to the acre. This district could be applied to the Madera Bay Park property where a market-rate builder has proposed a high-density project with 50% of the units affordable.

AHE-B This district would be applied where the developer is willing to offer all of the

units at affordable rates. It will be appropriate for a property owned by a non-profit housing provider or a housing opportunity site owned by the Town. The AHE-B district will be applied to the Wornum Drive extension property and could be applied to the Town corporation yard.

AHO This district would be used for the Old Corte Madera Square area. Higher densities would be available if affordable housing is provided. The developer would retain the option of building at the lower density permitted by the underlying district.

AHMU This district will be applied to commercially zoned properties in areas that could support housing, such as the lumberyard property on Paradise/San Clemente area. The developer will have the option to build commercial at a 1.0 FAR and residential at 31.5 units to the acre if 50% of the units are affordable. The underlying zoning allows a maximum FAR of .34 and a maximum density of 10.9 units to the acre.

Implementing the Affordable Housing Overlay Zones

In addition to adopting the Housing Element itself, two minor changes to other parts of the General Plan will be necessary to apply the Affordable Housing Overlay zones to the High Potential sites:

- Adding a High Density Residential Land Use category to permit the construction of relatively high-density, affordable housing development.
- Changing the Land Use designation of the Wornum Drive Extension site from Multi-Family Residential to High Density Residential.

No General Plan land use redesignations are necessary for the two other High-Potential Housing Opportunity Sites. For the San Clemente Drive site, this is because the General Plan defers land use designation to the Paradise/San Clemente Commercial Area Specific Plan. No new land use redesignation is needed for the Old Corte Madera Square area since the General Plan designates it as a "Study Area," which is regulated by General Plan Policy 2.5.k. This policy states that the Town Zoning Ordinance governs the use, density and intensity of development of the area.

The General Plan or a high-density residential district in the Zoning Ordinance will be adopted simultaneously with the Zoning Ordinance amendments that would create the four overlay districts. Rezoning of the three High Potential sites will begin after certification of the Housing Element EIR.

The High Potential sites would be rezoned as follows:

- AHO overlay to the Old Corte Madera Square Area.
- AHMU overlay to the San Clemente Drive site.
- AHE-B overlay to the Wornum Drive Extension site.

The initial rezoning project will not include application of the AHE-A overlay; it could be used at a later date. The environmental impacts of the non-site specific components of the AHE-B overlay have been assessed in the Housing Element EIR. The EIR also assesses the specific environmental impacts of applying the overlay zones to the three High-Potential Housing Opportunity sites.

For the purposes of feasibility analysis and environmental review, preliminary site designs were prepared for the two specific sites that are proposed to be rezoned. The EIR consultant developed the site designs for the San Clemente Drive site and the Wornum Drive Extension site.

In both cases, the conceptual site plans were designed to maximize the development potential of the properties. For example, the EIR consultant's site conceptual design for the San Clemente Drive site shows 78 units. Although the density bonus of the AHMU zoning would indicate that 88 units could be built on a site of this size, the actual number of units that could be constructed together with the requisite parking and access routes was found to be ten units fewer than the theoretical maximum.

Old Corte Madera Square: Affordable Housing - Optional Overlay Zone

The Affordable Housing - Optional Overlay (AHO) zoning would be applied to the Old Corte Madera Square area.

A. Zoning Requirements

AHO zoning would permit a mixture of residential and non-residential uses. For residential projects that are at least 50 percent affordable, the Overlay Zone would ease development standards as follows:

- Lot area: No minimum.
- Rear setback in non-residential districts: 5 feet.
- Side setback in non-residential districts: 5 feet.
- Usable open space: 150 square feet per unit.
- 30 feet height limit.
- 25 dwelling units per acre, and 31 dwelling units per acre if the development meets the State requirements for a 25 percent affordable housing bonus, which are found in Government Code Section 65915.

AHO Zone parking regulation modifications would include:

- Requiring the following number of parking spaces for affordable housing:
  - ◊ 1 parking space for an efficiency or one-bedroom unit.
  - ◊ 1.5 parking spaces for a two-bedroom unit.
  - ◊ 2 parking space for three-bedroom and larger units.

- One parking space per unit must be located in a garage or carport; however, the spaces may be uncovered if the underlying zoning district is a non-residential district.
- Requiring one guest parking space for every 10 affordable housing units in a multi-unit project containing more than 10 units.

The EIR assesses the impacts of 20 new units in this area, which is the feasible number of dwellings that could be added between now and 2006. Assuming that half the units would be one-bedroom and half two-bedroom, the population yield would be 26 new inhabitants. The EIR found that the AHO district would have no significant impact on the environment.

B. Area of Application

This proposed project entails applying the AHO Overlay Zone to a 6.5-acre portion of the Old Corte Madera Square area, located on the west side of town. As shown in Figure 3 from the EIR, the area that would be subject to the AHO surrounds Old Corte Madera Square, and is comprised primarily of parcels fronting on Corte Madera Avenue, Hart Street and a portion of Redwood Avenue. Figure 3 also shows how the AHO zone would not be overlaid on Menke Park and the linear green space that runs on the abandoned railway right-of-way east of Montecito Drive.

C. Development Implications

The AHO zoning overlay would permit the construction of multi-family dwellings similar in size and scale to those located on Redwood Avenue east of Willow Avenue and on Pixley Avenue. Approximately 12 parcels would receive the AHO zoning.

D. Affordable housing incentives

The AHO overlay district will provide the following incentives to build affordable housing:

- Up to 31.5 units to the acre in return for a 50% affordable project. This density is approximately 300% greater than would be allowed for a 100% market rate project.
- The development standards for this district are designed for smaller, infill projects especially in commercial areas.
- Reduced parking requirements for affordable housing.
- All Town fees waived
- A single discretionary permit required for approval.

E. Affordable housing projections

The AHO zone will require that 100% of the units are affordable: 30% very low income, 15% low income and 55% moderate income. Due to the existing development pattern and Town policies that encourage preservation of existing buildings in this neighborhood, it is expected that the affordable units will be built as 1-unit, 2-unit or 3-unit additions to existing structures. The implementing ordinance will allow all of the units in very small projects to be in the moderate income range. As a conservative estimate, all of the new units in Old Corte Madera Square AHO district are projected to be in the moderate income range.

LEGEND

ORIGINAL EXTENT OF AFFORDABLE HOUSING - OPTIONAL OVERLAY ZONE

REVISED AFFORDABLE HOUSING - OPTIONAL OVERLAY ZONE

TO REMAIN ZONED AS PARK, OPEN SPACE AND NATURAL HABITAT WITHOUT OVERLAY ZONE

FIGURE3

OLD CORTE MADERA SQUARE AREA

San Clemente Drive: Affordable Housing Mixed Use Overlay Zone

The Affordable Housing Mixed Use Overlay (AHMU) would be applied to the San Clemente Drive site.

A. Zoning Requirements
AHMU zoning would permit a mixture of residential and non-residential uses. The AHMU district would limit the non-residential uses permitted by the underlying zoning to a maximum area equal to one-half of the total floor area. All of the remaining construction would have to be residential. Bed and breakfasts, daycare centers would be allowed, as would the limited number of other non-residential uses that are permitted as conditional uses in the R-2 zone. At least one-half of the total floor area of a development would have to be developed as housing.

For residential projects that are at least 50 percent affordable, the Overlay Zone would ease development standards as follows:

- Floor Area Ratio: up to 1.0 for non-residential uses.
- Lot area: No minimum.
- Rear setback in non-residential districts: 5 feet.
- Side setback in non-residential districts: 5 feet.
- Usable open space: 150 square feet per unit.
- 38 feet height limit
- 25 dwelling units per acre, and 31.5 dwelling units per acre if the development meets the State requirements for a 25 percent affordable housing bonus, which are found in Government Code Section 65915.

Density calculations for projects in sites on which the AHMU zoning would be applied would be calculated on the gross area, including acreage taken up by water bodies, wetlands and steep slopes.

AHMU Zone parking regulation modifications would include:

- Requiring the following number of parking spaces for affordable housing:
  - ◊ 1 parking space for an efficiency or one-bedroom unit.
  - ◊ 1.5 parking spaces for a two-bedroom unit.
  - ◊ 2 parking space for three-bedroom and larger units.
- Where two spaces are required for a unit, they may be in tandem.
- One parking space per unit must be located in a garage or carport, however, the spaces may be uncovered if the underlying zoning district is a non-residential district.

- Requiring one visitor parking space for every 10 affordable housing units in a multi-unit project containing more than 10 units.

This proposed project entails applying the AHMU Overlay Zone to the San Clemente Drive site. As shown in Figure 4, the San Clemente Drive site is a partially developed parcel that is located on San Clemente Drive. The AHMU zoning overlay would apply until such time as the Paradise/San Clemente Commercial Area Specific Plan is adopted by the Town, at which time the site would become subject to provisions of the Specific Plan. The AHMU standards would be incorporated into the Specific Plan.

B. Area of Application

As shown in Figure 4, the 3.5-acre site proposed for AHMU rezoning is comprised of two vacant parcels and one parcel containing a lumberyard. The San Clemente Drive site is part of the area included in the Paradise/San Clemente Area Specific Plan.

The majority of the existing uses in the area around the San Clemente Drive site are commercial in nature, and include large equipment rental; automobile and motorcycle sales, services and accessories; home furnishing sales; self-storage facilities; medical, professional service and administrative offices; other sales; and a restaurant. There is also a Sanitary District pump station, a California Highway Patrol office, several vacant parcels and some vacant buildings along San Clemente Drive. A 25-foot wide PG&E easement runs across a small portion of the southeast section of the site, due to the high-tension power lines that cross that part of the site.

TABLE E-1 SAN CLEMENTE DRIVE CONCEPTUAL PLAN DATA

	One Bedroom	Two Bedroom	Total
Total Number of Units	39	39	78
Affordable Units	20	19	39
Market Rate Units	19	20	39
Estimated Population Yield*	51	98	148
Parking			129

*Based on Bay Area non-profit housing developers' estimates from existing affordable housing: 1.3 residents per one-bedroom unit, 2.5 residents per two-bedroom unit.

Affordable units would be apportioned in the following manner:

15 percent very low-income households (i.e. 13 units)
8 percent for low-income households (7 units)
27 percent for moderate-income households (19 units)

C. Development Implications

A conceptual plan and representative elevations of the maximum development that could occur under the rezoning are shown in Figures 5 and 6 and described in Table E-1. The conceptual project includes 78 units arranged in a cluster of nine, 2-story buildings. Table E-1 also explains how the estimated population projection of 148 was calculated for the rezoning of the San Clemente Drive site. With the exception of two buildings, the

conceptual design shows the units lining the west side of Paradise Drive and both sides of a parallel internal street. The layout and exterior appearance would meet the design requirements of the draft Paradise/San Clemente Specific Plan (including setbacks from Paradise Drive, roof shape and landscaping, and location of north-south and east-west internal streets).

The Housing Element anticipates that only 50 units would be built on the San Clemente site. However, since the zoning regulations would permit the construction of approximately 78 units, that is the scenario that is assessed in the EIR, in order to ensure that all potential impacts of amendments to the Zoning Ordinance are evaluated. The EIR determined that rezoning the San Clemente site to AHMU would have no significant adverse impacts on the environment.

D. Affordable housing incentives

The AHMU district will provide the following incentives to build affordable housing on the San Clemente site:

- Up to 31.5 units per acre if at least 50% of the units are affordable. This density is approximately 300% greater than would be allowed for a 100% market rate project.
- A 1.0 FAR for the commercial components of mixed-use projects that satisfy the affordability component. This is three times greater than the highest FAR allowed for commercial projects without affordable housing
- Reduced parking requirements for affordable housing. All Town fees waived
- A single discretionary permit required for approval.

E. Affordable housing projections

The AHMU district will require that 50% of the units be affordable: 15% very low income, 8% low income and 27% moderate income. Based on negotiations with affected property owners, the Town of Corte Madera has agreed commit $40,000 of the Housing Fee Fund for an option by a non-profit housing builder to purchase the property. In return for the commitment of Housing Fee Funds, the non-profit would agree to build at least 50 of the units as affordable, based on the AHMU affordability requirements.

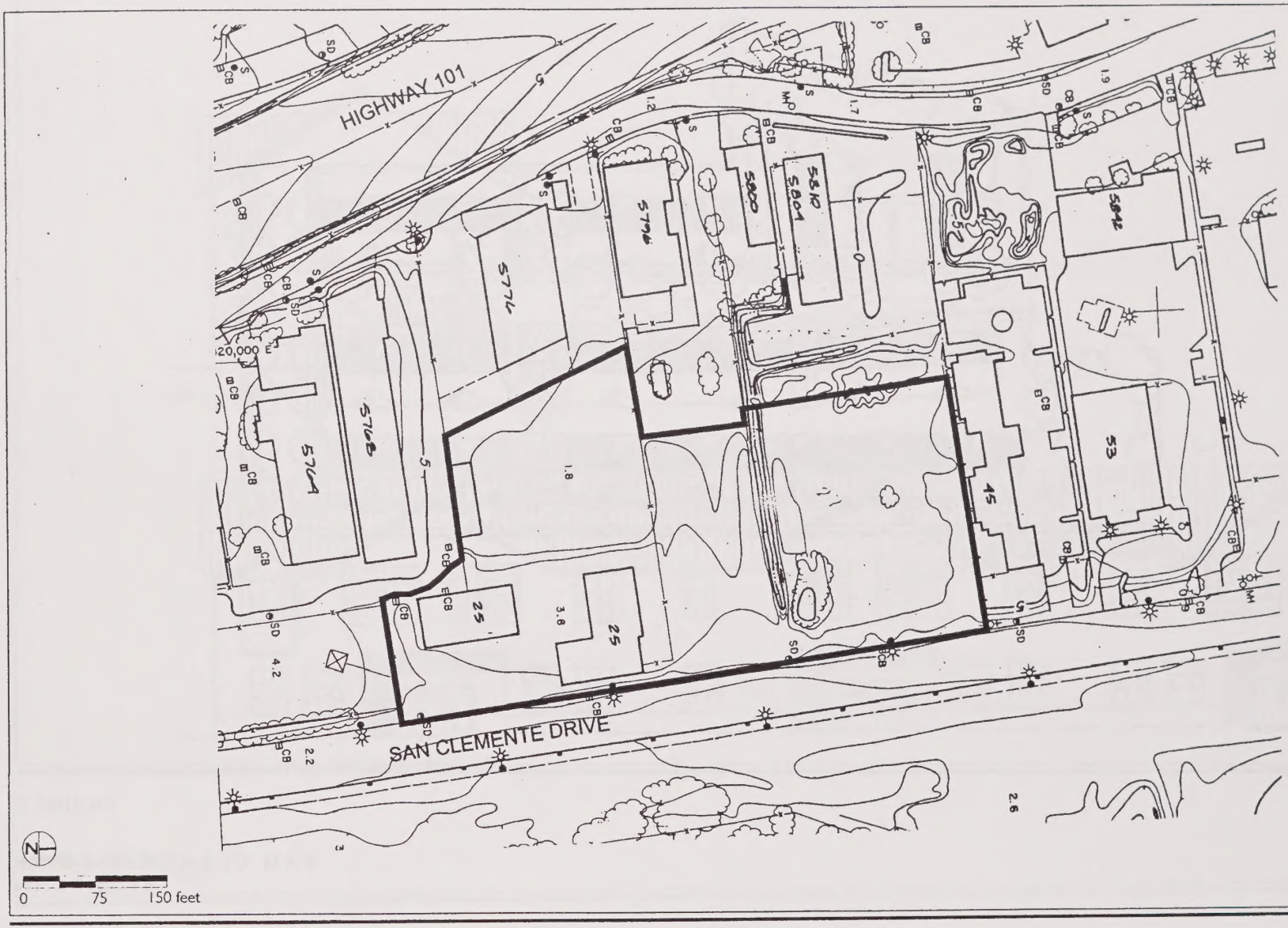


FIGURE 4

SAN CLEMENTE DRIVE VICINITY

CORTE MADERA HOUSING ELEMENT

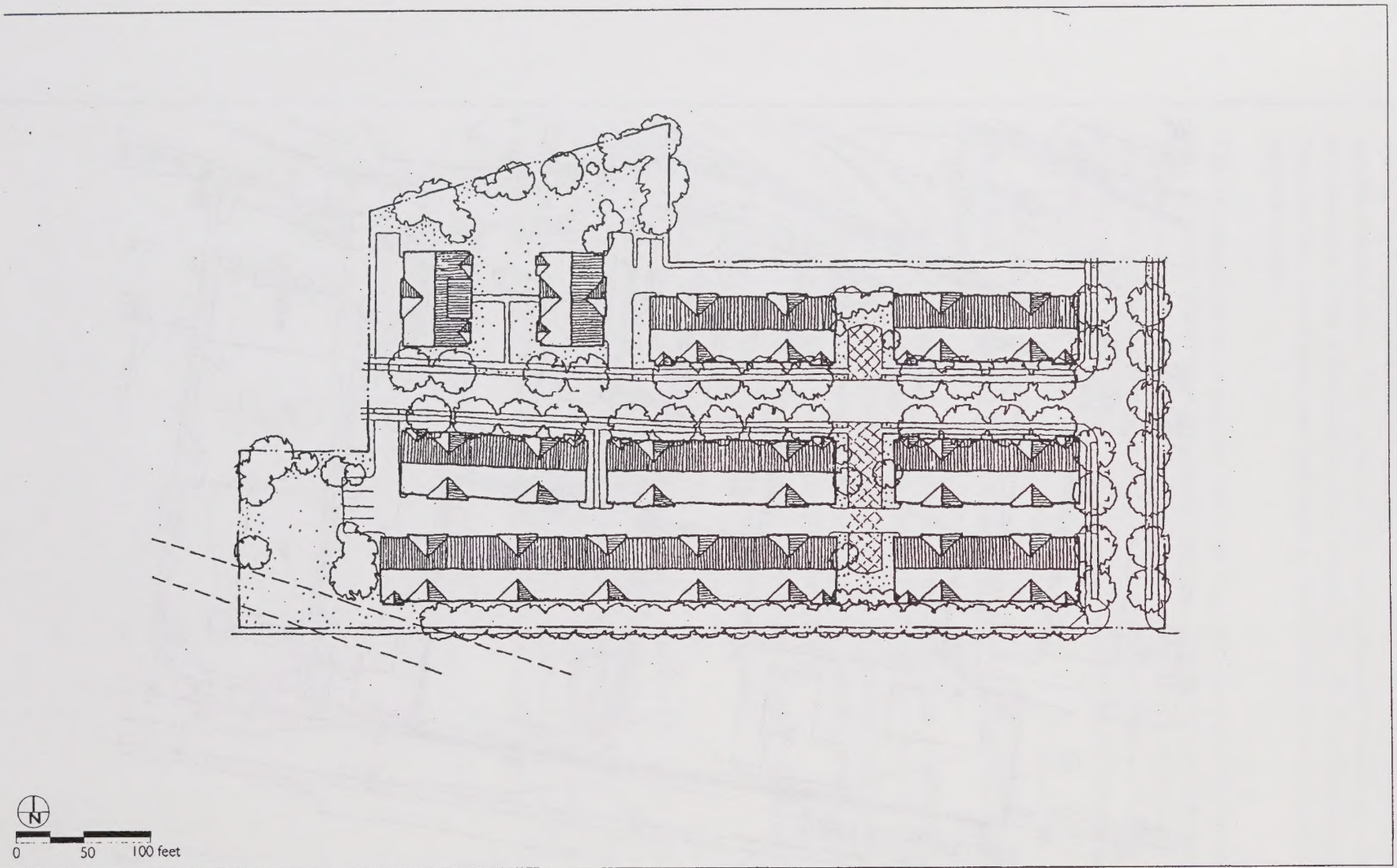
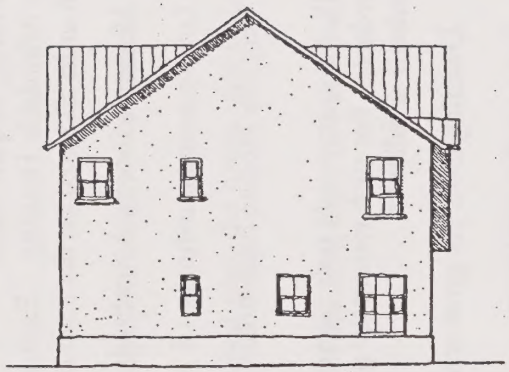


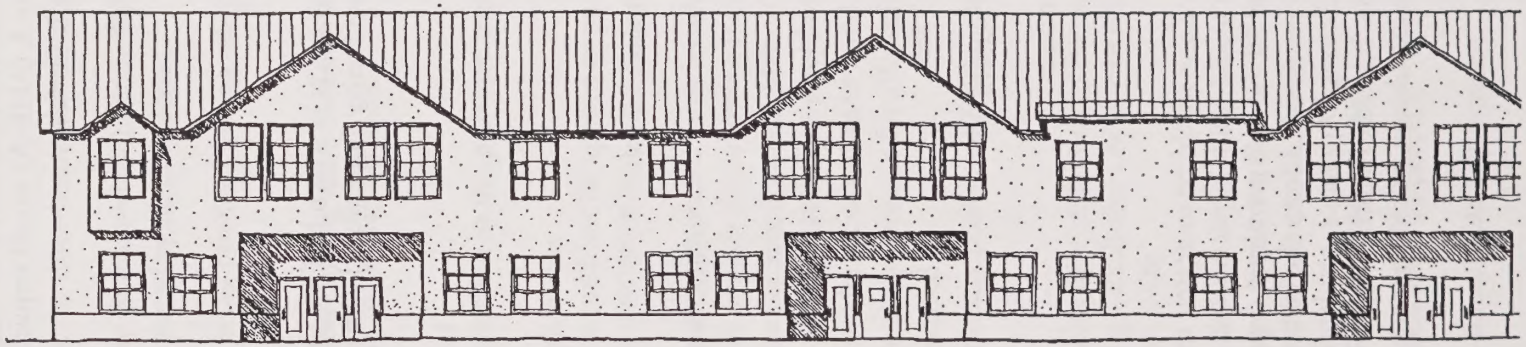
FIGURE 5

SAN CLEMENTE DRIVE SITE PLAN

CORTE MADERA HOUSING ELEMENT
DRAFT ENVIRONMENTAL IMPACT REPORT



SIDE ELEVATION



A PORTION OF SAN CLEMENTE DRIVE FACADE

0 10 20 feet

FIGURE 6

SAN CLEMENTE DRIVI
ELEVATION

CORTE MADERA HOUSING ELEMENT

Affordable Housing - Exclusive Overlay Zone
The Affordable Housing - Exclusive Overlay (AHE-A) zoning would not be applied to any site at this time.

A. Zoning Requirements
The Affordable Housing - Exclusive Overlay A (AHE-A) would require residential uses, with units allocated on the basis of affordability as follows:

- Moderate income households – 27 percent
- Low income households – 8 percent
- Very low income households – 15 percent.

AHE-A zoning would only permit housing projects in which half the units would be affordable. For such residential projects, the Overlay Zone would ease development standards as follows:

- Dwelling units per gross acre: 25
- Lot area: No minimum.
- Lot frontage (minimum): 30 feet.
- Lot width at front yard setback (minimum): 70 feet
- Front setback (minimum): 20 feet (reduced to a 10-foot minimum if the front property line is adjacent to public open space.
- Rear setback (minimum): 25 feet.
- Side setback (minimum): 6 feet.
- Side setback street side (minimum): 15 feet.
- Building lot coverage (maximum): 35 percent.
- Usable open space: 150 square feet per unit.
- Building heights: 38 feet.

Allowed residential densities in the AHE-A Zone would be increased relative to current requirements. An automatic density bonus would result in permissible densities of 25.0 to 31.5 units per gross acre. This provision would increase permitted densities in two ways. First, maximum residential densities would be increased from the current 5.8-to-10.9 unit/acre range. Second, in the rest of the Zoning Ordinance, residential densities are calculated on net area. For the AHE-A zone, instead of subtracting acreage taken up by water bodies, wetlands and steep slopes, the calculation would be made on the gross area, with these unbuildable portions included.

AHE-A Zone parking regulation modifications would include:

- Requiring the following number of parking spaces for affordable housing:
  - ◊ 1 parking space for an efficiency or one-bedroom unit.
  - ◊ 1.5 parking spaces for a two-bedroom unit.
  - ◊ 2 parking space for three-bedroom and larger units.
- Parking space may be uncovered if the underlying zoning district is a non-residential district or if they are adequately screened.
- If two spaces are being provided for any affordable dwelling unit, the spaces may be in tandem.
- Requiring one guest parking space for every 10 affordable housing units in a multi-unit project containing more than 10 units.

B. Area of Application
There is no area of application in the proposed project.

C. Development Implications
Since this overlay zone would not be applied as part of this project, development implications cannot be conceptualized.

D. Affordable Housing Incentives
The AHE-A district will provide the following incentives to build affordable housing

- Up to 31.5 units per acre if at least 50% of the units are affordable. This density is approximately 300% greater than would be allowed for a 100% market rate project.
- This district provides an incentive to build market-rate as well as affordable housing.
- Reduced parking requirements for affordable housing.
- All Town fees waived
- A single discretionary permit required for approval.

Wornum Drive Extension Site: Affordable Housing - Exclusive Overlay Zone
The Affordable Housing - Exclusive Overlay (AHE-B) zoning would be applied to the Wornum Drive Extension site.

A. Zoning Requirements
The Affordable Housing - Exclusive Overlay B (AHE-B) would require residential uses, with units allocated on the basis of affordability as follows:

- Moderate-income households – 55 percent.
- Low-income households – 15 percent.
- Very low income-households – 30 percent.

AHE-B zoning would permit only affordable housing units. For residential projects that are 100 percent affordable, the Overlay Zone would ease development standards as follows:

- Dwelling units per gross acre: 25
- Lot area: No minimum.
- Lot frontage (minimum): 30 feet.
- Lot width at front yard setback (minimum): 70 feet.
- Front setback (minimum): 20 feet.
- Rear setback (minimum): 25 feet.
- Side setback (minimum): 6 feet.
- Side setback street side (minimum): 15 feet.
- Building lot coverage (maximum): 35 percent.
- Usable open space: 150 square feet per unit.
- Building heights: 38 feet.

Allowed residential densities in the AHE-B Zone would be increased relative to current requirements. An automatic density bonus would result in permissible densities of 25.0 to 31.5 units per gross acre. This provision would increase permitted densities in two ways. Firstly, maximum residential densities would be increased from the current 5.8-to-10.9 unit/acre range. Secondly, in the rest of the Zoning Ordinance, residential densities are calculated on net area. For the AHE-B zone, instead of subtracting acreage taken up by water bodies, wetlands and steep slopes, the calculation would be made on the gross area, with these unbuildable portions included.

AHE-B Zone parking regulation modifications would include:

- Requiring the following number of parking spaces for affordable housing:
  - ◊ 1 parking space for an efficiency or one-bedroom unit.
  - ◊ 1.5 parking spaces for a two-bedroom unit.
  - ◊ 2 parking space for three-bedroom and larger units.
- Parking space may be uncovered if the underlying zoning district is a non-residential district or if they are adequately screened.
- If two spaces are being provided for any affordable dwelling unit, the spaces may be in tandem.

- Requiring one guest parking space for every 10 affordable housing units in a multi-unit project containing more than 10 units.

B. Area of Application
This proposed project entails applying the AHE-B Overlay Zone to the Wornum Drive Extension site. As shown in Figure 7, the Wornum Drive Extension site is a currently undeveloped, 1.4-acre site that comprises a continuation of Wornum Drive, located west of Tamal Vista Boulevard.

The area to the south of the Wornum Drive Extension site contains townhouses, at densities similar to that of the Wornum Drive Extension conceptual design. A group of industrial/office buildings border the site on the north. To the west, across High Canal, is open space located within the City of Larkspur; this area is part of a regional trail system.

C. Development Implications
A conceptual plan and representative elevations of the maximum development that could occur under the rezoning are shown in Figures 8 and 9 and described in Table E-2. The conceptual project includes 25 efficiency units arranged in two 3-story buildings.

TABLE E-2 WORNUM DRIVE EXTENSION CONCEPTUAL PLAN DATA

	Efficiency Units
Total Number of Units	25
Estimated Population Yield	25
Parking	25

D. Affordable Housing Incentives
The AHE-B district will provide the following incentives to build affordable housing at the Wornum extension site

- Up to 31.5 units per acre if all of the units are affordable. This density is approximately 300% greater than would be allowed for a 100% market rate project.
- Reduced parking requirements for affordable housing.
- All Town fees waived
- A single discretionary permit required for approval.

E. Affordable housing projections
The AHE-B district will require that 100% of the units be affordable: 30% very low income, 15% low income and 55% moderate income. The number of very low and low income units may be increased, and the number of moderate units decreased to accommodate the requirements of funding programs and to assure that the Town's fair share obligation is satisfied.

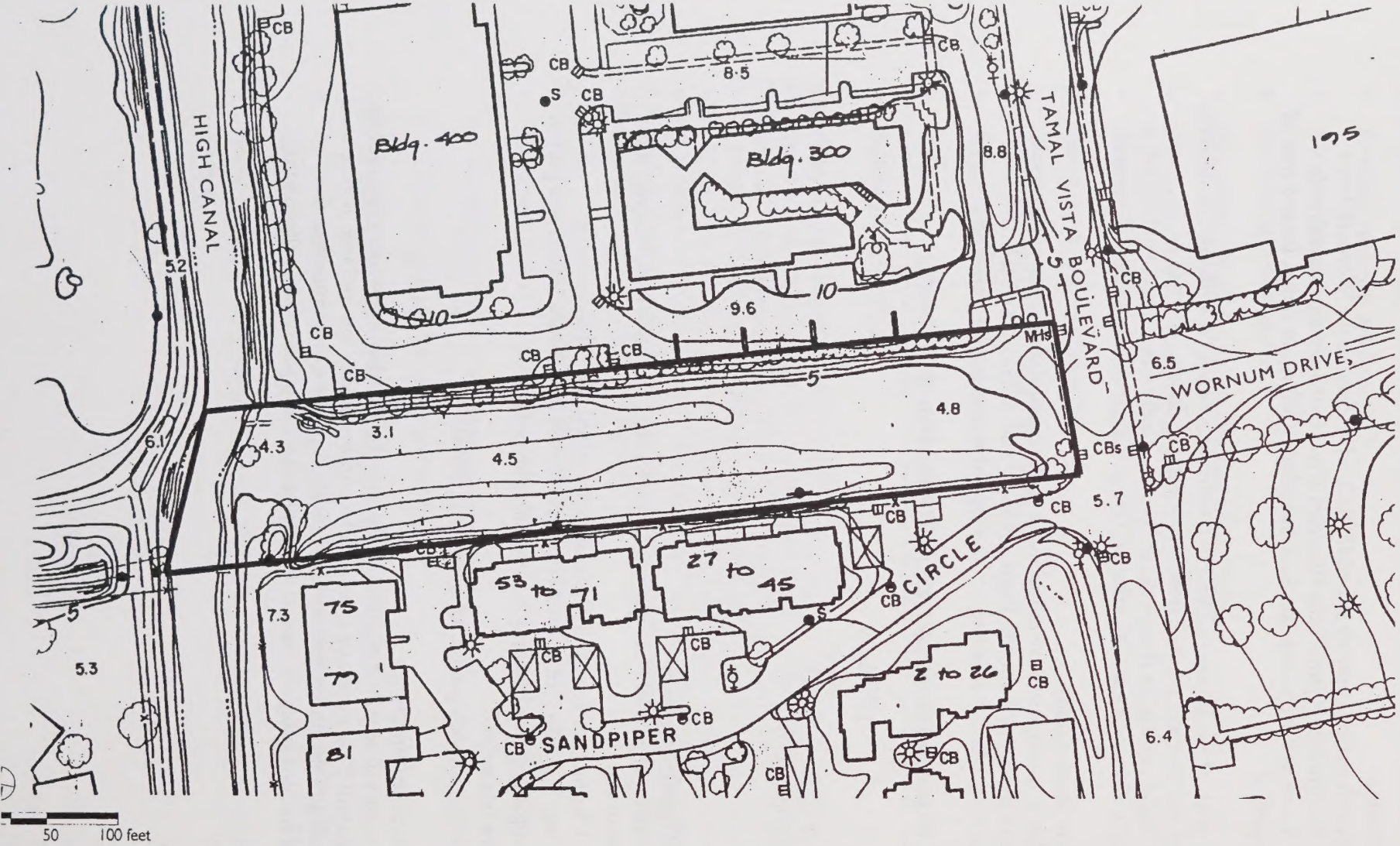
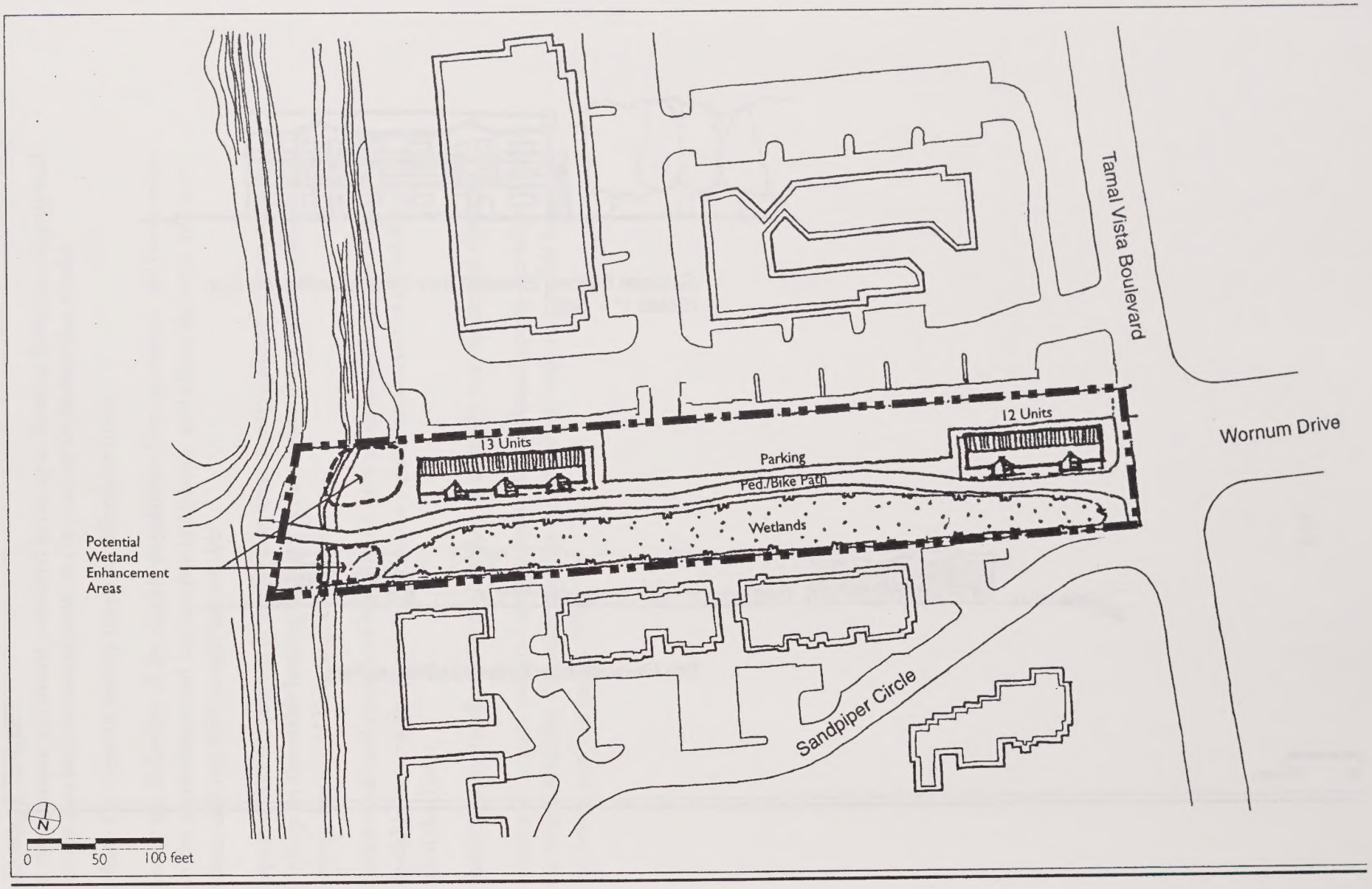


FIGURE 7

WORNUM DRIVE EXTENSION VICINITY



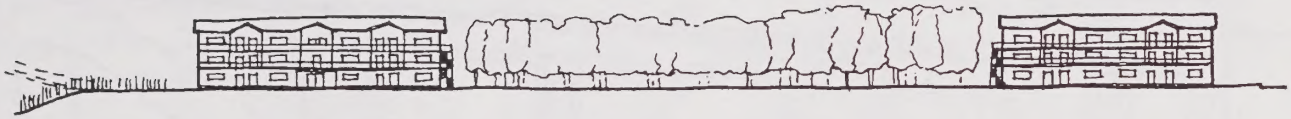
New Building

Existing Building

FIGU

WORNUM DRIVE EXTENSION SITE PI

Enlarged Building Elevation from Pedestrian/Bicycle Path
(Scale: 1" = 50')



Site Elevation from Pedestrian/Bicycle Path

50 100 feet

FIGURE 9

WORNUM DRIVE EXTENSION SOUTH ELEVATION

Other Zoning Changes

In order to implement provisions contained in the new Housing Element, the proposed project would also include amendments to the Zoning Ordinance that would:

- Include a 25 percent density bonus for affordable units.
- Change the definition of the eligible populations from moderate- and low-income families to moderate- and low-income households, and divide the latter into low income and very low-income households.
- Require residential projects of one to nine units to either allocate a proportion of dwellings to affordable housing or to pay a new in-lieu fee to subsidize affordable housing that would be located elsewhere.
- Require residential projects of ten or more units to allocate 25 percent of the units as affordable housing on-site or to provide the equivalent amount of affordable units within the Town
- Modify parking requirements for multiple dwellings in non-residential districts.
- Include a 25 percent density bonus for units that are handicapped-accessible. Projects may receive both the affordable housing and the handicapped-accessible bonus, but the total bonus may not exceed 25%

Appendix F

Mixed Use Density Strategy

Appendix F: Mixed Use Density Strategy

Mixed-use development, especially in the AHMU, Affordable Housing Mixed Use District, is an important part of Corte Madera's strategy to build affordable housing. Mixed-use development has been a trend in the Town's historic past, as well as in recent development projects.

Recent mixed-use projects

215 Tamalpais Drive

This is a 9,578 square foot two-story mixed use building with 4,255 square feet of commercial space on the ground floor and 5,323 square feet of residential on the second floor. The upper floor is developed as 8 1-bedroom rental units. This commercially zoned property is located in the Old Corte Madera Square area. The density is 13 units per acre. This project was approved in 1991.

5555 Paradise Drive

Aegis is a 118 unit senior assisted living housing complex. It is located on a 5.8 acre commercially zoned property that includes a 36,000 square foot shopping center. The project includes 9 below-market rate units – 4 affordable to very low income persons and 5 affordable to low income households. The property is zoned Commercial. The residential component of the property is developed at approximately 39 units to the acre. The project was approved in 1998.

A number of older mixed-use buildings are located in the Old Corte Madera Square area including the following:

36-44 Tamalpais Drive

A ground-floor storefront with three units above

210 Redwood Avenue

A small commercial building with two residential units on the second floor

124 Corte Madera Avenue

A ground level store front with two or three units on the second floor.

1A-1B First Street

A small two-story building with two commercial units on the first floor and two dwelling units above.

25 First Street

A ground-floor storefront with two units above

The AHMU – Affordable Housing Mixed Use District

The AHMU district will be applied to commercially zoned properties that are vacant or likely to be redeveloped, and located close to services. Developers will have the option of developing to the standards of the underlying zoning commercial districts, which have an FAR of .34, or developing to the more generous standards of the AHMU district. In order to qualify for the AHMU district standards, at least 50% of the project square footage must be in housing, and at least one half of the housing must be affordable to very low-, low- and moderate-income households. The AHMU district offers the following incentives:

- 31.5 units/acre residential density; density to be calculated based on the gross area of the property, including portions in commercial development;
- 1.0 FAR; floor area ratio for commercial portions of the project to be calculated based on the gross area of the property, including portions in residential development;
- Reduced rear and sideyard setbacks;
- Reduced usable open space requirement;
- 38 foot height limit;
- Reduced parking requirements;
- Application fees, Traffic Impact Fees, and Park Dedication Fees waived.